A STUDY IN CAREER PLANNING FOR NAVAL SUPPLY CORPS OFFICERS

ROBERT JOHN GERHARDT

NORTHWESTERN UNIVERSITY

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ROBERT JOHN GERHARDT

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PART ONE

INTRODUCTION

PRESENT STATUS OF CAREER PLANNING RESEARCH

In the past year there has been an increasing emphasis on Career Planning for Naval Officers. This has been evidenced by widespread interest among officers in all branches of the Naval Service and the publication of a recent series of articles in the U.S. Naval Training Bulletin. Of particular interest is an article on Career Planning for Supply Corps Officers in the August 1948 issue which discussed Career Patterns in general terms and summarized the technical and Post-Graduate training opportunities an individual officer may be afforded to supplement his career as it develops.

The Classification and Field Research Branch of the Bureau of Naval Personnel has also been concerned with Career Planning and has just completed an investigation of optimal duty assignment patterns and other success factors in the careers of 1029 selected Line Officers. (2)

In addition, certain other research projects now in process or already completed may be related, in part, with certain phases of Career Planning. In this category is a survey conducted recently by the Bureau of Naval Personnel with a selected sample of Regular USN Naval

Officers in all categories which sought to determine, among other things, opinions and preferences of this group of Naval Officers with respect to a career pattern in which the main tendency was defined as primarily "logistical or technical" as compared to a career pattern described as of a "line, command or operational" nature. (3)

MISSION OF THE BUREAU OF SUPPLIES AND ACCOUNTS

In order to evaluate properly the setting of this research project, it is important to understand the basic mission of the Bureau of Supplies and Accounts and its Corps of Supply Officers.

In accordance with Navy Regulations, the Bureau of Supplies and Accounts is charged with the following general responsibilities of the Naval Establishment. (4)

"(1) The procurement, custody, shipment, warehousing, issue, sale of, and accounting for, all supplies including food, fuel, clothing, general stores, and retail store stock and other property and services of the Navy.
(2) The coordination of the Operation of the Navy Supply System.
(3) The control of the Naval Stock Fund, the Naval Working Fund, the Naval Procurement Fund and the Clothing and Small Stores Fund.
(4) The procurement and disbursement of money for the Navy, and the payment for material and services procured for the Navy.
(5) The keeping of money and property accounts of the Naval Establishment to include appropriation and cost accounting at shore activities, and cost inspection under all types of cost contracts, including audits of the books and records of contractors.
(6) The administration of a centralized storage operating organization for the control of all storage facilities of the Naval Establishment.
(7) Authorizing and controlling the transportation of Navy property and of authorized baggage of Navy Personnel.

(8) Chartering merchant vessels for transportation purposes; the loading and unloading of cargo ships and tankers; and procuring, operating and administering cargo terminal facilities, to include the procuring and assigning of stevedores.
(9) Preparing information and instructions regarding income tax and the dissemination thereof throughout the Naval Establishment.
(10) Preparing and revising the Navy Travel Instructions, jointly with the Bureau of Naval Personnel.
(11) Fixing the prices at which material shall be expended from Navy Stock Account.
(12) Certifying to the Comptroller General of the United States any charge against an officer or agent of the Navy entrusted with public property, which charge arises from any loss to the Government as to the property entrusted to him and occuring through his fault."

THE SUPPLY CORPS OFFICER

The total number of Supply Corps Officers on active duty as of 14 June 1949, the latest available figure, was 3961 including 625 Chief Warrant and Warrant Officers. (5) Of this number, 2507 are classified as Regular USN Supply Corps Officers.

This research project is solely concerned with Regular USN Supply Corps Officers. Many of these officers have had greatly divergent backgrounds of civilian and military training and experience. This group of Supply Officers entered the Regular Navy in several different ways. The majority are ex-Reserve Officers, either Supply Corps or Line. However, a number are Naval Academy Graduates. Some received commissions direct from Civil life, Naval ROTC units or from a former Enlisted status.

In the course of his career, an individual Supply Officer may be ordered to a great variety of duty assignments

commonly known as billets. Some of these billets are of the type in which the emphasis is on the overall general Supply function while others require specialized technical skills and knowledge. Again, billets may be essentially administrative or primarily operative either in a large organization or as part of a small independent detachment. Billets exist for Supply Corps Officers on the majority of Naval Vessels and on practically all Staffs, Commands and Shore Stations, in the Continental United States and at overseas bases throughout the world.

It is in this setting and with this group of Supply Corps Officers that this research project in Career Planning has been undertaken.

PART TWO

STATEMENT OF THE PROBLEM

WHAT CONSTITUTES SUCCESSFUL CAREER PLANNING

Successful Career Planning is believed to be dependent on the development of a career pattern which represents a meaningful succession of duty assignments that have been designed to develop the professional skill of the individual Supply Corps Officer qualifying him for duty assignments of increasing importance and responsibility. A career pattern so developed should enable each officer to realize fully his own capabilities and permit him to achieve his personal objectives of an honorable and useful career in areas of his greatest proficiency and interest.

OBJECTIVE OF THE RESEARCH

Accordingly, the objective of this research project is to examine certain aspects of Career Planning in order to determine the attitudes of a representative sample of Supply Corps Officers relative to Career Planning in general. In addition, an attempt has been made to ascertain their suggestions relative to means by which career planning may be made more effective.

Related to these basic concepts are a group of more specific questions around which this research project has been organized and constructed as follows:

1. What are typical Career Patterns for Supply Officers in various ranks?

2. How do the officers included in this study rate their overall career patterns and the individual billets they have held?
3. In the opinion of the officers surveyed, what are especially desirable and worthwhile billets that might be useful in the construction of standardized career patterns for the various ranks?
4. What means have these officers used to select or pattern, in any manner, successive duty assignments and how successful have they been?
5. How much significance do these officers feel the choice of an individual duty pattern will have in future assignments?
6. How much information do these officers have relative to Career Planning and what are the best sources of this data?
7. What is the relationship, if any, between the weighting of general advantages and disadvantages of a Naval Career, rated by these officers and those advantages and disadvantages that are more closely related to Career Planning and the development of career patterns?
8. How do the officers included in this study evaluate their career in proposed length of service at this time?
9. Would it make any difference to these officers as to anticipated length of service if -

   (a) They had a greater opportunity to participate in

2. Does the use of military facilities in this study serve some broader research purpose and not just psychiatrists' curiosity about their peers?

3. Is the availability of the military population, which has relatively restricted rights and responsibilities, being used to generalize to civilian populations that should be tested in the investigation of psychosocial factors affecting the military?

4. Since medical care is taken seriously based on rights or privileges in the military, surveillance data may be misleading and not representative of data from other samples.

5. The basic assumptions in these activities that the studies of an individual only obtained with his/her informed consent.

6. The mere information to study military medical records raises questions regarding the ethics and the legal rights of the defendant.

7. There is the stigmatization, if any, accompanying the religious or political beliefs and distinctiveness of a large number, which by chance religious and social attitudes and disadvantages that are some clinical variables in these studies including the development of mental illness.

8. Are the military facilities limited to this study which affecting small groups in personnel should be serving as testing or test sites?

9. Would it make any difference in these results if we substituted random samples of medical or

(a) Only use a random sampling in particular to

planning their careers?

(b) A new pay bill is passed in substantially the same form as originally proposed in the recommendations of the Civilian Advisory Commission on Armed Services Pay. (7)

10. Finally, what specific suggestions do these officers have for the design and accomplishment of more meaningful and effective career planning?

PART III

METHOD OF RESEARCH

SELECTION OF PRIMARY RESEARCH INSTRUMENT

There are several methods of research that might be employed in an investigation of this nature. However, in consideration of the time and facilities available and the desirability of securing a large and representative random sample, the familiar questionnaire seemed best suited to achieve the ends desired. Therefore, this method was selected, but with a full realization of its limitations, particularly its tendency to force answers into pre-conceived categories.

As expressed by one officer in the Pilot Study,

"It is appreciated that objective questions are necessary in order that results may be compared on a common basis. Notwithstanding, I felt on some questions a desire to qualify my answers one way or another as my exact feelings could not be expressed."

An attempt was made to minimize this fault to some extent by the use of open-ends on many of the questions. Answers were also scaled with a range of four or five choices rather than a simple Yes or No response, where possible.

DEVELOPMENT AND TESTING OF THE EXPERIMENTAL QUESTIONNAIRE

Prior to the construction of a questionnaire, interviews were conducted with a number of Supply Corps Officers in order to determine some of the basic issues related to Career Planning. Additional time was spent examining the various possible research approaches to the

problem of Career Planning.

Finally, an Experimental Career Planning Questionnaire, (See Appendix A), was developed and pre-tested in a pilot study of 31 randomly selected Regular USN Supply Corps Officers in the ranks of Lieutenant (JG) to/and including that of Commander, distributed as indicated in Table I. A follow-up post card was mailed out to the Pilot Study Group in order to secure the most complete response possible.

TABLE I

RESPONSE OF REGULAR USN SUPPLY CORPS OFFICERS TO EXPERIMENTAL CAREER PLANNING QUESTIONNAIRE SENT OUT IN THE PILOT STUDY

Rank	No. Sent Out	No. Returned	% Return
CMDR.	5	3	60.
LCMDR.	9	9	100.
LT.	9	7	77.7
LT(JG).	8	6	75.
Totals	31	25	80.6

The answers of this group of officers were checked in order to determine the efficiency of the individual questions in gathering information desired and how well the questionnaire, in general, was working. Particular attention was paid to suggestions relative to the content and wording of each question and comment offered to improve the questionnaire as a whole.

Certain changes were made in the Career Planning

Questionnaire largely as a result of the Pilot Study (See Appendix B for a Summary of these modifications).

THE CAREER PLANNING QUESTIONNAIRE AS REVISED

The Career Planning Questionnaire in the form sent out, (included as Appendix C), followed the series of questions which have already been indicated in Part Two, Statement of the Problem. The following analysis further elaborates the purposes in mind:

Question 1-4 - These questions are designed to identify the group of officers answering the Career Planning Questionnaire, as a group, and to furnish a basis for any comparison data that might prove useful.

Question 5 - Here the Officer indicates what his own career pattern has been and rates each individual billet held.

Question 6 - Again a rating is required of relative satisfaction in three seperate chronological periods of an officer's career, Pre-War, Wartime and Post-War.

Question 7 - An attempt to find the billets most worthy of inclusion in standardized career patterns.

Question 8 - Another evaluation response, in this case the total career pattern of the officer to date.

Questions 9-11 - The core idea behind this group of questions is whether it is possible for officers to plan successfully a career and if so, on what basis has this Career Planning taken place.

Questions 12 and 13 - How important is Career Planning to the individual officer when rated with other more general advantages and disadvantages believed incident to a Naval Career as a whole?

Questions 14-16 - Here an attempt has been made to determine the anticipated future tenure of service for this group of officers as well as the modification in these estimates that might occur with an increased participation by individual officers in Career Planning. Also, the changes that might develop in the event a new pay bill is passed in substantially the same form as originally proposed by the Civilian Advisory Commission, that is, increased pay and altered retirement provisions.

Question 17 - This is essentially a suggestion box with an opportunity for the individual officer to present his own theories on how career planning may be made more effective. He also has an opportunity to "sound-off" favorably or otherwise on career planning for Supply Corps Officers.

SELECTION OF THE SAMPLE

The sample of officers selected to be surveyed in this research project was drawn from the ranks of Lieutenant (JG), Lieutenant, Lieutenant Commander and Commander. In each of these ranks, one third (33-1/3%) of all Regular USN Supply Corps Officers, as of 15 February 1949, were chosen. (6)

This selection was not entirely random as only names of officers on duty in the Continental United States were used, wherever possible. Therefore, the sample is not completely representative of the whole group of Supply Corps

Officers in each rank. However, it is believed the sample chosen was adequate for purposes of this study as an answer bias would be present in any event. The reason for the restriction of the sample to officers on duty in the continental United States was to expedite the return of the Career Planning Questionnaires.

Within the limitations which have just been indicated, names were selected randomly from a complete listing of Supply Corps Officers in each of the ranks surveyed. No Temporary, Limited Duty, Wave or Reserve Officers on active duty were included in the sample.

PART IV

PRESENTATION OF RESULTS

SUMMARY OF GROUP RESPONDING

The Career Planning Questionnaire was mailed to the Supply Corps Officers included in the sample selected on 15 April 1949. The termination date for return of the questionnaire was set as 30 June 1949 in order to permit sufficient time for analysis of the results. Approximately fifteen additional completed questionnaires were received after this date. These were not included in the results. The number of Supply Corps Officers surveyed together with the response made for each rank and for the total group surveyed, is indicated in Table II.

TABLE II
RESPONSE OF REGULAR USN SUPPLY CORPS OFFICERS
TO THE CAREER PLANNING QUESTIONNAIRE SENT OUT

Rank	No. Sent Out	No. Returned	% Returned
CMDR.	94	63	66.8
LCMDR.	172	119	69.2
LT.	168	105	62.5
LT(JG).	143	106	74.1
Totals	577	393	68.1

With respect to the quantity of this response, officers in the rank of Lieutenant (JG) made the best showing with a 74.1% return exceeding that of the other ranks surveyed by approximately 5%. From the standpoint

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of an overall estimate of quality, the responses of Commanders were superior. The questionnaires returned by Lieutenants tended, as a group, to indicate an underlying tension. This feeling seemed to be present and revealed in some of the comments made.

Personal data furnished by the Supply Corps Officers included in this study is summarized in Table III. Of particular interest is the disproportionate mean age interval which exists between the ranks of Lieutenant Commander and Lieutenant. This gap is only 1.1 years whereas that separating Commander and Lieutenant Commander is 6.2 years and Lieutenant and Lieutenant (JG) 3.6 years. There is also a considerable overlaping between ranks. As an example, the range of age for Commanders is 51-31, or 20 years as contrasted with that of Lieutenant Commanders with a 38-28 range, or 10 years.

EVALUATIONS MADE

Each Supply Corps Officer was asked to assign a rating for every supply billet held. This rating was based on a series of statements that have been scaled with reference to the estimated value of the billet in the personal career pattern of the officer concerned.

Approximately 90% of all billets held were rated in favorable categories. Of interest is the similarity of ratings regardless of rank. This data is presented in Table IV.

TABLE III
COMPILATION BY RANK OF PERSONAL DATA FURNISHED
BY REGULAR USN SUPPLY CORPS OFFICERS
ON THEIR CAREER PLANNING QUESTIONNAIRES

CATEGORY	CMDR	LCMDR	LT	LTJG
Number of Officers Included (N)..	63	119	105	106
Age of Officers				
Mean Age	38.0	31.8	30.7	27.1
Range of Ages	51-31	38-28	42-26	36-23
Years Active Commissioned Service				
Mean Years	12.6	8.2	6.6	4.9
Range of Years	22-7	12-6	9-5	7-3
Marital Status				
Single	3.2%	10.1%	10.5%	23.6%
Married	96.8%	89.9%	89.5%	76.4%
No Children	8.2%	15.9%	16.0%	24.7%
One Child	34.4%	32.7%	37.2%	42.0%
Two Children	31.1%	39.3%	36.2%	29.6%
Three or More Children	26.3%	12.1%	10.6%	3.7%
Applicable Classifications				
Academy Graduate	49.2%	10.1%	12.4%	24.5%
Line Transferee	41.3%	25.2%	53.3%	39.7%
Reserve Transferee	33.3%	79.0%	72.4%	54.7%
ROTC or Direct From Civilian Life	14.3%	12.6%	4.8%	5.7%
Former Enlisted Service	4.8%	4.2%	20.0%	35.8%
Education				
Less than 4 years High School .	0.0%	0.0%	2.9%	0.0%
4 Years High School	1.6%	0.0%	1.0%	6.6%
3 or Less Years of College . . .	7.9%	8.9%	9.5%	27.4%
College Degree	54.0%	61.4%	65.7%	50.0%
Post-Graduate Work	17.5%	10.9%	10.4%	7.6%
Post Graduate Degree	19.0%	21.8%	9.5%	8.4%

* * *

TABLE IV

PERCENT ANALYSIS BY RANK OF RATINGS MADE BY REGULAR USN SUPPLY CORPS OFFICERS FOR SUPPLY BILLETS HELD ON THE BASIS OF THEIR VALUE IN A PERSONAL CAREER PATTERN

CATEGORY	CMDR	LCMDR	LT	LTJG
Total Number of Supply Billets Held	535	718	451	373
Rating Assigned				
This duty was definitely of great value in my personal career pattern	71.6	70.5	64.1	75.2
I believe this duty has been of some value to my career	18.9	19.9	26.2	16.7
This duty will have little or no effect on my career	5.4	5.2	6.0	4.6
This seems to have been a repetition of previous duty and of little value	1.7	1.5	1.1	1.1
My career may have been retarded with this duty assignment	1.3	1.4	1.8	1.9
This duty would have been of greater value later in my career	1.1	1.5	.8	.5

TABLE IV

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[illegible] BY [illegible] BY [illegible]
A [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Table V is a summary of the extent of satisfaction experienced by Supply Corps Officers in three, separate phases of their careers. Apparently the peak of contentment with personal career patterns occured in the period immediately preceeding World War II. There was a slight slump recorded for wartime career patterns but this trend has been reversed in the post-war period with satisfaction once again approximating its pre-war high.

Table VI gives an evaluation of the total career patterns to date for this group of officers. The response is again favorable with the majority of officers either well-satisfied that their duty assignments fit into a meaningful career pattern or represent a logical sequence of billets.

A CAREER PATTERN UNDER SCRUTINY

Tables VII and VIII were developed from a detailed analysis of the individual career patterns of all of the Supply Corps Officers answering the Career Planning Questionnaire.

It is believed that the percentages indicated for duty locations are distorted to an unknown extent by several factors, namely, the bias of the sample itself to Continental United States billets, and the unsettled conditions under which all of these officers have served, particularly during World War II and in the adjustment period immediately following. Therefore this group may be atypical. A random sample of all officers regardless of the location of their present assignment would present a more accurate estimate of

Table 1 is a summary of the values of individuals participating in family social activities in Korea, Belgium, Germany or Great Britain. Interestingly the ones of Korean-American with higher citizen attached to the nation immediately preceding civic fair is. There was a slight group preference for another school pursuing the same level than those involved in the post-war period with activities from other civic organizations like "common sign".

Table VI gives an evaluation of the social events preferences in order for this group of children. The American is again determined with the majority of national citizen social-cultural base state-city authorities its lack a participant member participate or organizers a highly expressed of children.

A Social Pattern Model Building

Tables VII and VIII were developed from a series of questions of the individual survey patterns of all of the family Korean children according the Korean Classical Constitution.

It is believed that the questionnaire indicated for this Question are directed to an American making by current Events. Hence, the fact of the media should be Commercial-other Korean citizens, the non-American qualitative Korean issue all of Korea cultural life attend. Additionally Korean would has to see to the alternative Korean institutions Citizen. Therefore this survey was an experiment. A Korean sample of all children regardless of the location of their parents participate which should present a good evaluation criteria of Korean Pattern than experiments that in Tables III and VIII.

TABLE V

PERCENT ANALYSIS BY RANK OF RATINGS MADE BY
REGULAR USN SUPPLY CORPS OFFICERS
FOR SEPARATE PHASES OF THEIR PERSONAL CAREER PATTERNS

CATAGORY	CMDR	LCMDR	LT	LTGJ
(N)	63	119	105	106
Pre-War				
Well-Satisfied	84.1	52.1	7.6	5.6
Satisfied	14.3	24.4	3.8	5.6
Dissatisfied	.0	.8	2.9	.9
No Service in this Period	1.6	22.7	85.7	87.9
Wartime				
Well-Satisfied	55.6	56.3	42.9	40.5
Satisfied	41.4	36.1	52.3	45.3
Dissatisfied	3.0	7.6	4.8	8.5
No Service in this Period	.0	.0	.0	5.7
Post-War				
Well-Satisfied	61.9	69.7	55.3	58.5
Satisfied	30.2	25.2	39.0	36.8
Dissatisfied	7.9	5.1	5.7	4.7
No Service in this Period	.0	.0	.0	.0

TABLE VI

PERCENT ANALYSIS BY RANK OF RATINGS MADE
BY REGULAR USN SUPPLY CORPS OFFICERS OF
THEIR TOTAL INDIVIDUAL CAREER PATTERNS TO DATE

CATEGORY	CMDR	LCMDR	LT	LT(J)
(N)	63	119	105	106
Rating Assigned				
I am well satisfied that my duty assignments seem to fit into a meaningful career pattern	42.9	38.6	24.8	38.8
On the whole, my career pattern seems to have followed a logical sequence of assignments	28.6	37.8	38.0	31.1
My career pattern seems to represent a forced compromise matching my own personal desires with the needs of the service . . .	19.0	13.4	29.5	19.8
On the whole, I am not satisfied with certain aspects of my career pattern. However, perhaps chance has not acted in my favor	6.3	6.7	5.7	8.5
I have had too many duty assignments that seem to be "dead-end" billets and therefore feel that my personal career pattern has been generally unsatisfactory	1.6	.8	1.0	.9
Miscellaneous responses	1.6	2.7	1.0	.9

TABLE 36

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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

TABLE VII

PERCENT ANALYSIS BY RANK OF DUTY PATTERN LOCATIONS ON THE BASIS OF TOTAL NUMBER OF SEPARATE BILLETS HELD.

CATEGORY	CMDR	LCMDR	LT	LTJG
Total Number of Billets Held	535	718	451	373
Percentage of Billets at -				
Sea	26.4	24.4	13.7	21.7
Foreign	15.7	14.9	11.3	9.4
Continental United States	57.9	60.7	75.0	68.9

TABLE VIII

PERCENT ANALYSIS BY RANK OF DUTY PATTERN LOCATIONS ON THE ON THE BASIS OF TOTAL NUMBER OF MONTHS SERVED

CATEGORY	CMDR	LCMDR	LT	LTJG
Total Number of Months Served	7025	9486	5110	4229
Percentage of Months at -				
Sea	20.5	27.0	19.0	26.5
Foreign	18.3	16.6	13.6	10.3
Continental United States	61.2	56.4	67.4	63.4

TABLE XII

[illegible] OF [illegible] OF [illegible] WITH [illegible] OF [illegible] OF [illegible] WITH [illegible] OF [illegible] OF [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

TABLE XIII

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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Each officer also listed in chronological order, as part of Question 5, previous duty assignments, that is, his actual career pattern to date. A Type Command Code was provided (See Appendix C), in an attempt to arrange this information into certain broad duty categories covering general types of work areas where a Supply Officer would be likely to serve.

It was believed that an analysis of this data might reveal typical career patterns but this proved to be erroneous. A number of possible explanations may account for this inability in establishing typical career patterns as follows -

(1) Typical Career Patterns may be actually a myth and do not exist.

(2) The lack of stability present in the Naval Service over a long period of time, particularly as it has affected duty assignments of officers, has forced so many individual deviations and adjustments as to practically obscure typical patterns that may exist.

(3) The Type Command Code as conceived is not a satisfactory tool for classifying this data in a useful form. This is probably true as there were too many billets listed by these officers in the 13th (Miscellaneous) category.

(4) The Methods of analysis used, Frequency Distributions and a Modified Type of Flow Chart were faulty and not adapted to handling this type of data.

(5) Finally, the fault may lie in the sample itself.

A detailed analysis of the sequence of duty assignments indicated on the Career Planning Questionnaires of Commanders did reveal a very limited general pattern over the entire group studied. From Supply Corps School the majority were ordered to combat vessels, or in some cases to auxilliaries. The next billet usually appeared to be either at a Naval Supply Depot or Naval Shipyard. From this point deviations became so numerous that it was no longer possible to follow any patterns. However, as these career developed, assignments to the Bureau of Supplies and Accounts, Major Commands and, again Naval Supply Depots and Naval Shipyards appeared at irregular intervals.

Each Supply Corps Officer was requested in Question No. 7 to list specific billets from his own observation and experience that seemed to him to be most essential and worthy of inclusion in an ideal, standardized career pattern.

Table IX is a compilation of billets recommended by a group of 100 specially selected Supply Corps Officers. It was necessary to limit the number of cases used, or in effect to sample the sample of Supply Corps Officers responding in this particular analysis, for the following reasons:

(1) Some of the officers failed to answer this question.

(2) A number of officers confined their reply to a statement that their personal career pattern had either been too specialized, was primarily in line duties, or so unusual, that they were not prepared to give an adequate answer.

(3) Many of the recommendations made were not specific enough to identify the billets designated in order that they might be included in the tabulations.

The foregoing comments are equally applicable to the responses of officers in each of the ranks surveyed. Differences expressed were slight with a considerable amount of agreement as to the billets that were most essential and worthwhile. There seemed to be a tendency for some billets to overlap between successive ranks which is to be expected. Frequency of mention was the sole criteria employed to determine which billets should be listed in Table IX.

Taking only those billets which had a frequency of mention in excess of 80% in Table IX, it is possible to derive a composite opinion as to what constitutes an ideal career pattern as recommended by this group of officers.

TABLE IX

SUMMARY OF RECOMMENDATIONS MADE BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS OF SUPPLY BILLETS THAT ARE CONSIDERED TO BE MOST ESSENTIAL AND SUITABLE IN A STANDARDIZED CAREER PATTERN

Billets Recommended for the Rank of Ensign

*Supply and Disbursing Officer, Destroyers
Supply and Disbursing Officer, Construction Battalions and other Small Amphibious Force Units
*Assistant to the Supply Officer for Disbursing, or for Clothing and Small Stores, Ships' Store and Commissary, Medium to Large Combat and Auxilliary Vessels.
Disbursing Officer, Small Shore Stations
Assistant to Division Officer, Naval Supply Depots or Shipyards With Frequent Rotations of Assignments

Billets Recommended for Rank of Lieutenant (JG)

*Supply Officer, Small Auxilliary Vessels such as an AK, AO and AF
Assistant Supply Officer, Medium Combat and Large Auxilliary Vessels
Assistant Supply Officer, Small Shore Stations
*Assistant Division Officer, Naval Supply Depots, Shipyards or Supply Departments of Major Air Stations (Assignments Rotated)
Disbursing Officer, Medium Size Shore Stations
*Technical Training in a Speciality followed by Billet in Same

Billets Recommended for Rank of Lieutenant

*Supply Officer, Medium Combat or Large Auxilliary Vessels
Assistant Supply Officer, Large Combat Vessels
Supply Officer, Small Shore Stations of All Types
*Division Officer, Naval Supply Depots, Shipyards, or Supply Departments of Major Air Stations (Assignments Rotated)
Assistant Group Officer, Supply Demand Control Point
*Staff Duty with any Medium Size Command, Afloat or Ashore
*Post-Graduate Training, Business or Personnel Administration

Billets Recommended for the Rank of Lieut. Commander

*Supply Officer, Medium to Large Combat Vessel
Staff Duty with Major Command, Afloat or Ashore
*Group or Branch Officer, Naval Supply Depot or Naval Shipyard
*Supply Officer, Medium Size Shore Stations of All Types
Assistant Supply Officer, Large Naval or Air Station
Assistant Division Officer, BuSands or Division Officer, Field Branch
*Naval War College Instruction
*Post-Graduate Training, Business or Personnel Administration

Billets Recommended for Rank of Commander

*Supply Officer, Large Combat Vessels
*Staff Duty with Major Commands - Planning or Operations
*Supply and Fiscal Officer, Large Station
*Executive Officer, Naval Supply Depot
*Senior Assistant Supply Officer, Naval Shipyard
Assignment in Planning or Logistics, Supply Demand Control Point or Bureau of Supplies and Accounts (BuSands)
*Officer in Charge of a Division, Bureau of Supplies and Accounts
*Naval or National War College Instruction

*Frequency of mention in excess of 80% of recommendations made.

MEANS EMPLOYED AND SUCCESS ATTAINED IN PLANNING A CAREER

A large majority of the Supply Corps Officers included in this survey have attempted to select or pattern duty assignments at some time in their career, apparently with excellent results in the majority of cases. However, there is no way of knowing from this data how much of this success was recorded for specified geographical area choices. Table X is an analysis of the responses received.

The following channels of communication were employed with reported success by this group of officers in selecting or patterning successive duty assignments:

(1) Letters, telephone calls or personal visits to the Officer Personnel Division (OPD), Bureau of Supplies and Accounts.

(2) Official Letters to the Bureau of Naval Personnel via OPD "when appropriate".

(3) Specific applications for Post-Graduate or Technical Instruction.

(4) Preferences relayed through Senior Supply Corps Officers.

(5) Preferences Indicated on Officer's Data Card (NavPers 340)

(6) Preferences Indicated on Fitness Reports

Of the channels indicated (1) was the most popular by far, while (4) was believed to be most certain of success. A glimpse into the range and type of comments made is afforded in the following sample of responses:

"I have been fortunate in having most of my requests granted simply by forwarding letter requests to BuSandA

(OPD) well in advance of the estimated date of reassignment, often enough to be noticed, but not often enough to be a nuisance."

"At first I relied on the section in the Fitness Report. When this proved to be a complete fiasco I tried the Officer's Data Card (NavPers 340) and personal letters to the Detail Officer with a great deal more success."

"By a personal visit with officers in the Detail Office none of whom I had previously known. They were very helpful andalthough I had to compromise with the needs of the service at the time I still appreciated their courteous and friendly interest and consideration."

"Looking back, I think now it is a mistake for a young officer to attempt to lay out any firm pattern. In most cases OPD has a better grasp of what each officer needs and where he can be best utilized. As long as this developing pattern has variety, there is no particular need for letters, except for emergency, and personal reasons."

"By written request for a specific assignment I knew to be open made direct to (OPD) backed up by the recommendation of a Senior Supply Corps Officer under whom I previously served."

"I have attempted to select assignments tending to contribute to a well-rounded career, without specializing in any particular field and with a special emphasis on independent duty. This I have been able to accomplish by sending personal letters direct to BuSandA (OPD) and by occasional visits when possible."

"I suppose I have either been lucky or a good salesman. In any event through personal letters to the Detail Section, I have received just about what I wanted both as to location and type assignment with emphasis on the former. However, I sometimes wonder whether it pays off to be too aggressive in this respect."

TABLE X

PERCENT ANALYSIS OF THE NUMBER OF REGULAR USN SUPPLY CORPS OFFICERS WHO HAVE ATTEMPTED TO SELECT OR PATTERN DUTY ASSIGNMENTS TOGETHER WITH THE AMOUNT OF SUCCESS ACHIEVED

CATEGORY	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106
Percent Answering				
Yes	80.9	83.2	74.3	69.8
No	19.1	16.8	25.7	30.2
No. Officers Answering Yes	51	99	78	74
Percent Successful				
Yes	78.4	81.8	82.1	79.7
No	21.6	18.2	17.9	20.3

The Supply Corps Officers included in this survey are divided in their opinions as to the amount of significance and consideration the choice of a career pattern will be given in the assignment of future duty. A study of the results which are shown in Table XI indicates that 31.8% of the Commanders responded in the categories, Very Little or None. This is more than twice the sum of these responses for the ranks of Lieutenant Commander and Lieutenant (JG) and in excess of four times that for Lieutenant. However, many of the Commanders responding in these particular categories stated that a shortage of officers of their rank and experience existed and it was therefore necessary to do a considerable amount of "hole plugging". Furthermore, Commanders have more of their careers behind them. The "mold" has been already formed.

A great variety of comments were made in answer to the open-end portion of this question. Several typical responses for each of the categories are herein included to illustrate the viewpoints expressed.

Category - <u>A Great Deal</u>

> "The policy first and foremost is to grant wherever possible personal requests for type duty provided if it is in the best interest of the service and the individual. This I know to be the case from experience."

> "From personal observation, and as presently administered, it is my considered opinion that the Officer Personnel Division does everything within its power to place officers so that a definite career pattern is formed."

"I believe the Detail Section is sincerely interested in assigning officers to duty in which they are most interested and best qualified, provided they have this information."

Category - Some But Not Too Much

"Officers must understand that there must always be a compromise in the overall pattern of balancing personal desires with the needs of the service."

"Chance may operate in favor of a career pattern chosen by an officer. On the other hand while Detail Officers would like to give him an opportunity to carry out this pattern at the time of re-assignment, openings will not be available and he must take something else."

"There are a limited number of top billets in specialized patterns and therefore a specialist must be prepared to abandon his own interest and desires and seek to fit into a more general pattern of duty as his career progresses."

Category - Very Little

"The Naval Establishment is too large an organization to permit such selectivity. World conditions and budgetary considerations which must be taken into account will affect any pre-determined career pattern adversely unless the individual officer is extremely fortunate."

"Changing needs of the service preclude consideration for the development of career patterns desired by the majority of officers. If this was not so, who would fill numerous billets that are believed undesirable by most officers?"

"There are few officers who adequately are prepared to measure their own capabilities as related to the current opportunities and needs of the Navy. Therefore, this has to be done for them by OPD."

Category - None

"The needs of the service are paramount. Officers are assigned duty in accordance with those needs regardless of personal desires or any particular career pattern supposedly being followed."

"Due to the lateness of my transfer to the Supply Corps, I feel that the Bureau will assign me where they consider I can best fill the billet."

TABLE XI

PERCENT ANALYSIS OF OPINIONS OF REGULAR USN SUPPLY CORPS OFFICERS REGARDING THE SIGNIFICANCE OF THE CHOICE OF A CAREER PATTERN UPON FUTURE DUTY ASSIGNMENTS

CATEGORY	CDR	LCDR	LT	LTJG
(N)	63	119	105	106
Percent Answering -				
A Great Deal	31.7	44.5	50.5	40.5
Some, But Not Too Much	36.5	41.2	41.9	47.2
Very Little	23.8	10.9	5.7	10.4
None	8.0	3.4	1.9	1.9

TABLE XI

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

The majority of officers covered in this study believe that more information should be available on Career Planning. A summary of their responses is found in Table XII.

Each officer was also requested to list what he had found to be the best sources of this data. Approximately 80% of the officers replying in affirmative categories mentioned the Monthly Newsletter published by the Bureau of Supplies and Accounts. Additional sources listed were:

(1) Talks with, and advice of, Senior Supply Corps Officers
(2) Visits with Officer Personnel Division Officers.
(3) U.S. Naval Training Bulletin published monthly by the Bureau of Naval Personnel.
(4) All Hands Magazine published monthly by the Bureau of Naval Personnel.
(5) Navy Department Semi-Monthly Bulletins.
(6) Army and Navy Journal.
(7) Personal Observation of successful careers.
(8) Hearsay.

A number of the officers included brief comments most frequent of which were to (a) expand the amount of Career Planning data appearing in the Monthly Newsletter, (b) clarify the role and sequence of duty of the specialist and (c) publish articles by Senior Officers commenting on their own careers and the value of various assignments.

TABLE XII

PERCENT ANALYSIS OF THE AMOUNT OF INFORMATION AVAILABLE ON CAREER PLANNING AS REPORTED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

CATEGORY	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106
Percent Answering -				
All That I Need	20.6	21.0	19.9	15.1
Some But Not Enough	38.1	45.4	41.9	44.3
Very Little	30.2	23.5	32.5	28.3
None That I Know Of	11.1	10.1	5.7	12.3

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

AN APPRAISAL OF THE ADVANTAGES AND DISADVANTAGES OF A NAVAL CAREER

Tables XIII and XIV give weighted-average ratings for the advantages and disadvantages of a Naval Career deemed most important by this group of officers. Inasmuch as each officer was instructed to make 6 choices out of a total group of 10 advantages and 12 disadvantages, it was necessary to derive average ratings for the remaining advantages and disadvantages not selected, calculated as 8.5 and 9.5 respectively.[1]

A weighted-average rating for each category was then determined by multiplying each of the six choice positions by its frequency of selection. The number of times a specific category was not selected in one of the six choice positions was multiplied by the average established and the sum of all these products divided by the number of officers responding.[2]

While it is true that this procedure represents a rough approximation, it is believed to be the most practical way to develop rank-order positions from this data.

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[1] An average may be calculated for the group of advantages as follows: 6 plus 7 plus 8 plus 9 plus 10 (sum of remaining choices) divided by 4 (number of remaining choices) equals 8.5. For Disadvantages as follows: Same as above, except add 11 and 12 and divide by 6 equals 9.5.

[2] Example: Commanders Prestige as a Naval Officer

Choice	1	2	3	4	5	6	No Choice (8.5)	
Frequency	6	5	5	4	3	13	27	
Product	6	10	15	16	15	78	230	Total equals 370

Then - Divide 370 by 63 (Number of Commanders) to get the Weighted-Average rating of 5.9 for this category.

An interesting group of relationships is shown in Tables XIII and XIV. Evidently officers in the more junior ranks evaluate job security and retirement provisions as most important, while the emphasis is on the variety of assignments and experiences and increasing authority and responsibility for the more senior ranks. With respect to disadvantages, all officers regard their pay and naval housing at most stations as inadequate. Liberal leave benefits were considered of little consequence as compared to other advantages. As a matter of fact, a number of officers stated that they had been unable to take the leave to which they were actually entitled.

The disadvantages given the most weight seem to be those that are more closely related to a Naval Career in general and the particular economic and social pattern of America today rather than to Career Planning as such. Inability to plan a career was not thought to be an important disadvantage while the categories covering little or no consideration of personal desires or that of too much chance entering into changes in duty assignments tended to be rejected by the majority of the officers in all ranks surveyed. Apparently the majority of officers feel that they do have an opportunity to participate in planning their career.

TABLE XIII

THE MOST IMPORTANT ADVANTAGES OF A NAVAL CAREER
AS RATED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

ADVANTAGE	Weighted-Average Rating				Numerical Positio			
	CMDR	LCMDR	LT	LTJG	CMDR	LCMDR	LT	LTJ
A Variety of Assignments and Experiences Which Maintain Interest in One's Work	3.5	2.9	3.2	3.8	1	1	2	3
Increasing Authority and Responsibility with Seniority	3.8	3.9	5.1	4.8	2	2	4	4
A Reasonable Amount of Job Security	4.1	4.0	3.0	3.5	3	3	1	1
Retirement Benefits at a Relatively Early Age	4.7	4.4	3.5	3.7	4	4	3	2
Prestige as a Naval Officer	5.9	5.9	6.6	5.9	5	5.5	7	5
Opportunity to Travel and Live in Many Different Areas	6.1	5.9	5.6	5.9	6	5.5	5	6
Congenial Social Environment	6.3	6.9	7.0	6.7	7	8	8	7
Periodic Promotions in Rank	6.6	6.8	6.4	6.8	8	7	6	9
Medical Care for Self and Dependents	7.4	7.6	7.1	6.9	9	9	9	8
Liberal Leave Benefits	8.1	8.3	7.8	8.1	10	10	10	10
Total Number of Possible Choices	378	714	630	636				
Number of Choices made of Advantages other than Group Included Above	14	26	22	8				

TABLE XIV
THE MOST IMPORTANT DISADVANTAGES OF A NAVAL CAREER
AS RATED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

DISADVANTAGE	Weighted-Average Rating				Numerical Position			
	CMDR	LCMDR	LT	LTJG	CMDR	LCMDR	LT	LTJG
Inadequate Pay for Job and Social Position	3.5	4.4	4.1	4.0	1	1.5	1	1
Inadequate Naval Housing at Many Stations	4.7	4.4	4.2	4.6	2	1.5	2	2
Frequent and Sometimes Avoidable Separations from One's Family	6.5	6.5	5.1	5.6	3.5	4	3	3
Inability to Buy a Permanent Home due to Frequent Transfers, often with Little or no Notice	6.5	7.7	6.9	7.1	3.5	9.5	7	6
Interruption of Children's Education	6.9	7.7	7.4	7.7	5.5	9.5	9	8.5
Career may be Stalled by One Bad Fitness Report	6.9	5.3	6.8	6.1	5.5	3	6	5
Promotions do not Coincide with Increasing Responsibility	7.3	7.0	6.3	5.9	7	5	5	4
Inability to Plan a Career with any Assurance that it Will Subsequently Develop in Manner Desired	7.5	7.5	7.1	7.2	8	7	8	7
Assignments to Duty at Undesirable Stations or Areas	7.7	7.4	5.2	7.7	9	6	4	8.5
Too Much Chance Enters into Successive Duty Assignments	7.9	7.6	7.6	8.1	10	8	10	10
Lack of Normal Civilian Contacts and Friendships Due to Relative Short Period of Residence in a Community	8.0	8.0	8.1	8.2	11	11	11	11
Little or No Consideration of Personal Desires in Changes of Duty	8.4	8.8	8.7	8.6	12	12	12	12
Total Number of Possible Choices	378	714	630	636				
Number of Choices made of Disadvantages other than Group Included Above	14	26	22	8				

TABLE XIV

THE MOST IMPORTANT CHARACTERISTICS OF A GOOD LEADER
AS RATED BY 1 GROUP OF TEACHERS AND SOCIAL CASE WORKERS

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	4.0	4.4	4.2	4.7	4	4.2	1	2
[illegible]	4.1	4.4	4.2	4.2	4	4.2	2	4
[illegible]	4.4	4.2	4.1	4.0	4.4	4	4	3
[illegible]	4.4	4.7	4.4	4.7	4.4	4.4	7	4
[illegible]	4.7	4.7	4.4	4.7	4.4	4.4	7	5
[illegible]	4.4	4.4	4.4	4.1	4.4	4	4	6
[illegible]	4.7	4.4	4.4	4.4	4	4	4	7
[illegible]	4.7	4.4	4.4	4.4	4	4	4	8
[illegible]	4.7	4.4	4.4	4.7	4	4	4	9
[illegible]	4.7	4.4	4.4	4.1	30	4	10	10
[illegible]	4.4	4.4	4.1	4.4	11	11	11	11
[illegible]	4.4	4.4	4.7	4.4	12	10	12	12
[illegible]	474	474	470	468				
[illegible]	14	14	14	9				

It will be noted that the number of miscellaneous responses made was a very small percent of the total possible choices. A sampling of these responses follows -

Advantages

"The privileges and responsibilities of service to my country."

"A general informal education through meeting people and being places."

"Preparation for executive administration."

"Relative stability of living standards - everyone knows your position, salary bracket, etc."

"Specific consideration where personal affairs of an important nature are involved."

"Opportunity to perform work of importance not evaluated by acquisition of wealth."

"Concurrent educational assignments with career development."

Disadvantages

"Attitude of many citizens that a regular officer is some kind of parasite."

"As a Naval Officer one cannot feel as independent as if he were a free agent civilian. A certain higher level of conduct and self-expression is expected of him as it is of every public official."

"Financial burden incident to frequent changes of duty far in excess of compensation provided by Government."

"Little or no chance for exceptionally able or outstanding individuals to accelerate their promotion rate except very or too late in their career."

"Fitness Reports may be marked on basis of matters other than professional duty."

"Inequality of promotion policies between Air Force and Army and Navy."

"The chief disadvantage is uncertainty in tenure of duty at a particular location. Officers are frequently shifted, apparently not according to plan, arbitrarily and without regard to personal hardships and financial sacrifices it imposes on these officers and their families."

Additional research was applied to the problem of establishing relationships between the various advantages and disadvantages selected, to augment the method of handling the data used in Tables XIII and XIV.

As a result two experimental methods were tried with the results included in Tables XV and XVI. The first alternate method was to list the total number of officers who failed to select each advantage and disadvantage in one of the six choice positions. When the categories were ranked by this method, the positions were found to be similar to the rank-order established by the weighted-average ratings with shifts at a minimum of not more than one or two positions.

The second method developed may be useful in determining the selection intensity for each of the advantages and disadvantages included. Here is an attempt to get back to an examination of the ratings made by the individual officer by computing a simple, arithmetic average for the choices made. However, when compared with the other methods developed, shifts in position are widespread. As an example, Commanders rate prestige as a Naval Officer in fifth position, yet the mean rating for this category of 2.3 would move it to the first position.

Actually, none of the methods discussed and used in this analysis are completely satisfactory. Accurate rank-order ratings can not be established due to the fact that selections were not made in all the possible choice positions.

TABLE XV

AN EXPERIMENTAL EVALUATION OF THE RELATIVE IMPORTANCE OF THE ADVANTAGES OF A NAVAL CAREER AS RATED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

ADVANTAGE	Number of Officers Who Did Not Select Advantage as One of Six Choices				Mean-Rating For Selections Made			
	CMDR	LCMDR	LT	LTJG	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106				
A Variety of Assignments and Experiences Which Maintain Interest in One's Work	7	9	11	20	2.8	2.4	2.6	2.7
Increasing Authority and Responsibility with Seniority	10	25	37	35	3.0	2.7	3.2	3.0
A Reasonable Amount of Job Security	12	13	5	16	3.1	3.3	2.8	2.7
Retirement Benefits at a Relatively Early Age	18	24	13	14	3.2	3.4	2.6	2.9
Opportunity to Travel and Live in Many Different Areas	27	53	37	47	4.3	3.9	4.0	4.0
Prestige as a Naval Officer	27	51	59	44	2.3	3.9	4.0	4.1
Congenial Social Environment	30	68	63	57	4.7	4.7	4.6	4.6
Periodic Promotions in Rank	36	68	51	62	4.1	4.6	4.4	4.4
Medical Care for Self and Dependents	46	93	69	61	4.5	4.5	4.4	4.4
Liberal Leave Benefits	56	110	84	95	4.9	5.2	5.2	4.5

TABLE XVI

AN EXPERIMENTAL EVALUATION OF THE RELATIVE IMPORTANCE OF THE DISADVANTAGES OF A NAVAL CAREER AS RATED BY A GROUP OF OF REGULAR USN SUPPLY CORPS OFFICERS

DISADVANTAGE	Number of Officers Who Did Not Select Disadvantage as One Of Six Choices				Mean-Rating For Selections Made			
	CMDR	LCMDR	LT	LTJG	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106				
Inadequate Pay for Job and Social Position	11	33	24	22	2.8	2.5	2.6	2.5
Inadequate Naval Housing at Many Stations	15	30	23	28	3.2	2.9	2.7	2.8
Career May be Stalled by One Bad Fitness Report	29	44	60	44	3.2	2.9	3.3	3.7
Frequent and Sometimes Avoidable Separations from One's Family	31	62	28	42	3.6	3.1	3.5	3.0
Interruption of Children's Education	32	77	83	68	4.1	4.3	4.3	4.5
Inability to Buy Permanent Due to Frequent Transfers Often with Little Notice	34	82	58	60	3.0	3.8	3.8	4.0
Inability to Plan a Career With any Assurance that it Will Subsequently Develop in Manner Desired	41	75	61	64	3.7	4.0	3.9	3.7
Assignment to Duty at Undesirable Stations or Areas	42	68	58	68	4.1	4.6	3.7	4.5
Promotions Do Not Coincide With Increasing Responsibility.	42	68	53	45	2.9	3.7	3.1	3.3
Lack of Normal Civilian Contacts and Friendships Due to Relative Short Period of Residence in a Community	43	87	77	80	4.7	3.8	4.3	4.2
Too Much Chance Enters into Successive Duty Assignments	47	77	68	79	3.3	4.1	4.1	3.8

ANTICIPATED TENURE OF SERVICE

Table XVII summarizes the present attitudes of this group of Supply Corps Officers relative to a Naval Career in an estimate of the anticipated future tenure of service intended. Almost 80% of all officers with the exception of those in the rank of Lieutenant (JG) plan to retire from the Navy after 20 years unless very favorable conditions exist.

Approximately 18% of the Lieutenants and almost 20% of the Lieutenant (JG)'s in this sample of Supply Corps officers will either resign at the first favorable opportunity or are seriously thinking about resigning now. However, in considering this unfavorable response, it is well to remember that it is one thing to check a category of this type on a questionnaire and an entirely different thing to take the action a response of this nature implies.

Table XVIII follows up Table XVII with the response to a purely theoretical question as to whether the officer would change his preceeding answer, recorded in Table XVII, if there had been a greater opportunity to participate in planning his career. It will be noted that a very large majority of all officers answered this in the negative. The largest percent of affirmative responses were in the Lieutenant and Lieutenant (JG) ranks with approximately 20% indicating that the opportunity to participate in Career Planning more successfully would make a difference in the category they selected.

Table XIX is also a follow-up of the responses summarized in Table XVII. It is concerned with attitudes towards the pay recommendations as originally proposed in the Civilian Advisory Commission Study on Armed Services Pay. A further breakdown is included in this particular table to indicate the shifts in categories that might occur in the event this legislation is finally approved by the Congress.

Apparently, the most frequent shifts appear to be from a 20 to 30 year anticipated service tenure and from a 20 or 30 year service category to one of the two resignation responses. The comments made tend to clarify the reasoning behind these shifts.

One group of Supply Corps Officers state that an increase in pay is an essential condition to a longer period of service. Another group is equally insistent upon the need for increased pay but they insert an additional qualification that the present retirement provisions be retained. Many of this latter group say they will probably remain in the Navy in excess of 20 years but they still feel that if this provision is altered it will represent to them a breach of faith and they will resign at the first favorable opportunity.

TABLE XVII

PERCENT ANALYSIS OF ANTICIPATED TENURE OF SERVICE AS STATED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

CATEGORY	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106
Statement				
Plan to Retire After 20 Years Unless Very Favorable Conditions Exist	46.0	47.9	45.7	38.5
Will Stay Until 30 Years Unless I Am Retired	28.6	31.1	26.7	29.4
Hope to Stay in the Service as Long as I can	22.2	14.2	13.3	11.3
Will Resign at the First Favorable Opportunity Unless Present Conditions Change	1.6	3.4	10.5	16.0
Seriously Thinking About Resigning Now	1.6	3.4	3.8	3.8

TABLE XVIII

PERCENT ANALYSIS OF THE NUMBER OF REGULAR USN SUPPLY CORPS OFFICERS WHO WOULD CHANGE THEIR STATED PREFERENCE OF ANTICIPATED TENURE OF SERVICE PROVIDED THEY WERE AFFORDED AN OPPORTUNITY TO PARTICIPATE MORE SUCCESSFULLY IN PLANNING THEIR CAREERS

CATEGORY	CMDR	LCMDR	LT	LTJG
(N)	63	119	105	106
Would Change	9.0	10.6	21.9	19.8
Would Not Change	91.0	89.4	78.1	80.2

TABLE [illegible]

[illegible] ANALYSIS OF [illegible] BASED ON [illegible] AS EXPRESSED BY [illegible] IN A STUDY OF [illegible] THE [illegible] SYSTEMS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

TABLE [illegible]

[illegible] ANALYSIS OF [illegible] BASED ON [illegible] AS EXPRESSED BY [illegible] IN A STUDY OF [illegible] THE [illegible] SYSTEMS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

TABLE XIX

PERCENT ANALYSIS OF THE NUMBER OF REGULAR USN SUPPLY CORPS OFFICERS WHO WOULD CHANGE THEIR STATED PREFERENCE OF ANTICIPATED TENURE OF SERVICE IF THE NEW PAY BILL WERE PASSED IN SUBSTANTIALLY THE SAME FORM AS ORIGINALLY PROPOSED TOGETHER WITH THE SHIFTS THAT WOULD OCCUR IN RESPONSE CATEGORIES

CATEGORY	CMDR	LCDR	LT	LTJG
(N)	63	119	108	106
Percent that Would Change	30.2	42.0	41.0	46.2
Percent that Would Not Change	69.8	57.8	59.0	53.8
Number of Officers Who Would Change Their Response	19	50	43	49
Frequency of Shifts In Response Categories				
Plan to Retire After 20 Years Unless Very Favorable Conditions Exist	0	2	7	10
Will Stay Until 30 Years Unless I Am Retired	9	14	12	17
Hope to Stay in the Service as Long As I Can	4	7	1	4
Will Resign at the First Available Opportunity Unless Present Conditions Change	5	20	12	9
Seriously Thinking About Resigning Now	1	7	11	9

A SAMPLING OF SUGGESTIONS OFFERED

Table XX is an estimate of the amount of response received to the final question which requested suggestions for the design and accomplishment of more meaningful and effective Career Planning for Supply Corps Officers.

The quality of this response was consistently high. The majority of officers spent a considerable amount of time carefully outlining in great detail their suggestions for more effective and meaningful Career Planning.

The range and content of suggestions offered is so great, it is practically an impossibility to sample them adequately and completely. However, the following cases have been selected, some out of each rank covered in this survey. They are presented just as they were received. Some are unfavorable to the whole concept of Career Planning while others may be impractical to operate in a military organization. All are sincere efforts and believed representative of the content and quality of the total group submitted.

TABLE XX
SUMMARY OF NUMBER OF RESPONSES RECEIVED FROM REGULAR USN
SUPPLY CORPS OFFICERS RELATIVE TO SUGGESTIONS FOR THE
ACCOMPLISHMENT OF MORE EFFECTIVE AND MEANINGFUL CAREER PLANNING

CATEGORY	CDR	LCDR	LT	LTJG
(N)	63	116	106	106
No Comment	4	17	17	11
Brief (Two Paragraphs or Less)	23	34	47	63
Extensive (In Excess of Two Paragraphs)	36	68	41	32

CASE ONE

"The Naval Profession like the Clergy, is a way of living and not a business. A successful Naval Career includes more than regular promotions and professionally desirable duty assignments.

Career Planning must be integrated into other factors in a Naval Officer's life. It should be influenced by such factors as a Naval Officer's marriage, the advent of children and their education, the acquisition of a permanent home, the social environment open to him and his family, the opportunities for higher education and the stimulus of travel at an early age.

Therefore, Supply Corps Officers must be encouraged to visit with and write to the personnel officers in BuSandA, to record their needs and desires and to plan seriously their careers in the light of their professional and personal needs. A constant and free flow of information between each Supply Corps Officer and the Bureau is required. Perhaps "Career Plan File Jackets" for each officer should be established in order to have this information up to date at all times for consideration when the end of an assignment period is reached and new orders are contemplated.

Too often Supply Corps Officers feel that in their duty assignments, they are the victims of circumstance and that the Bureau has little interest in their personal requirements. Positive and continuous career planning carried out between the Bureau and each officer would obviate this source of low morale and would indicate to each officer that his requirements are of individual interest to the Bureau. He becomes no longer a numbered cog in the machine but a distinguishable entity who high morale is of particular concern to the Chief of the Bureau."

CASE TWO

"First, survey every Supply Corps billet and establish the proper rank and experience to meet requirements.

Second, divorce the Supply Corps from the Line in the matter of numbers in each rank. There is no logical basis for a percentage relationship.

Third, set up a permanent board of seasoned officers to work out a rotation plan (with due regard to specialties such as accounting and disbursing).

Fourth, give the Director of Officer Personnel in BuSandA enough rank and authority to carry it out, with all consideration possible for the problems and desires of the individual, without interference from outside.

Fifth, make tours from two to four years long, but give each officer from three to six months notice of where his next billet will be so he can do some intelligent planning of his own life."

CASE THREE

"The Supply Corps should have at least three divisions or branches for specialists, namely: (1) Fiscal, to perform all accounting and disbursing; (2) Procurement, to perform all purchasing and inventory control; and (3) Material, to perform all receipt, storage and issue of stores. A fourth division or branch could be established to perform all Clothing and Small Stores, Ship Stores and Commissary functions.

The officers of the Supply Corps could determine early in their career which division or branch they would rather be assigned. Such officers would then be given a special course of instruction in the performance of the duties in that division or branch. Officers would be assigned as specialists and rotation of duty stations would be accomplished as at present, except that duty would always be in accordance with the specialty selected. In the event that more officers apply for one division or branch than can be used, then the remaining officers could be assigned to the division or branch of their second choice.

The value of each officer to the Naval Service must be determined by exacting methods. The present fitness report has a limited useful purpose. A recapitulation of fitness reports indicates that nearly all officers are above average by comparison with each other and thereby proves its own inadequacy. The most exact method of evaluating the worth of each officer in the Naval Service must be devised if we are going to be able to obtain and retain the type of officers needed.

What personal traits does the Navy expect an officer to have? Some personal traits are required for all positions in a more or less degree. The Navy has many and varied kinds of positions, each requiring individuals with certain abilities. The important requirements for some positions may be unimportant or not even required in other positions. We have been marking all officers irrespective of Line or Corps by means of one fitness report, yet the qualifications for a Line Officer are admittedly not the same qualifications an officer of any Staff Corps should possess. The Line and each Staff Corps should study their mission and determine what their requirements are and in what degree or priority arrangement. It can readily be seen that there are a great many details and ramifications to this proposal."

CASE FOUR

"Changes of duty are so burdensome financially and upset a standard of living so, that officers are more prone to ask for new duty based upon personal or living conditions than on the professional aspects of the new job.

A mere disruption of family routine is not objectionable if it can be resumed substantially in kind at the new station without repetitive depletion of the bank account at each change. If such were the case, officers would give full consideration to the job itself and whether it contributed to a meaningful career pattern. At present, family rather than professional considerations are inclined to be uppermost.

Specialization has been accented in recent years. This limits the scope and breadth of the "top" an officer might aspire to. A judicious combination of specialties might alleviate this restriction. It is believed some official guidance in this field is in order. That is, an illustrative career pattern for a specialty or combination of specialties should be available to a young officer at the time he is selecting the 'mold.'"

CASE FIVE

"If I have correctly evaluated the trend of reasoning of the preceeding questions, it is the implied intent of this survey to come up with a plan somewhat as follows: If we can assure an officer that he will have such and such billets in the next five or ten years with regular promotion as now envisioned, he will be a happy, contented and hence, productive officer during the whole of his 30-year span in the Corps. For reasons noted below, I believe such a hypothesis to be faulty.

In the first place, such a plan would be immensely complicated to operate in the manner intended. As in any planned economy, the planning of one segment leads inevitably to the planning of another. The system either breaks down entirely or the overhead becomes immense. If, thru announced plans, Supply Corps Officers were led to believe they had some sort of 'right' to a certain type of billet at a certain time, any of the innumerable defections that will upset that schedule in individual cases will only worsen morale.

In the second place, I doubt that, with the one exception that will be discussed below, whether any sort of formal career planning is necessary to hold officers in the Corps. The average officer, in my opinion, is not so much interested in what type of job he has in relation to previous jobs; but rather the geographical location of the duty and the length of the time he will be at that place. Let the officer serve near his home and keep him there three years, not one or two, rotating him on jobs within the activity. Perhaps announce thru relatively informal means (as the Monthly Newsletter) what is considered within broad limits normal types of duty in given ranks. Then put the onus on the officer to come as close to that norm as possible. Require the personnel detailing officers to consider seriously an officer's request for his next particular duty. But don't require

the Officer Personnel Division to schedule the man's life for the next several years.

In the big and complicated job of the Supply Corps today, no one can hope to hit all the jobs in his apprenticeship (i.e. thru Commander in most cases). Particular fields, as accounting, have become so specialized and important that specialization should be encouraged and not later penalized thru non-selection in senior ranks because of failure to have a rounded 'career pattern.'

It is assumed that the 'career pattern' idea is aimed at building up a strong group of Supply Corps Captains who will administer the Supply Corps functions. To my mind such an individual, to run a large supply center or depot for example, should be long on experience and need not be especially creative. The appeals of the Navy will hold those men with just a little encouragement from the top.

I, therefore, contend that the Supply Corps, while continuing to aid those wheelhorses (not at all intended as an opprobrium), should focus its attention on hanging on to its brilliant officers to insure that these officers will indeed rise to the top. What is required to hold these men: Jobs of sufficient responsibility and challenge regardless of the age and relative seniority of the officer. If this challenge is not constantly there, the officer will become discouraged after a few years and turn to the higher remunerative fields of private life where age is factor of lesser importance. If the Supply Corps is to fully discharge its responsibilities to the Navy and the Nation in the ever-increasing importance of logistics in warfare, these officers of highest caliber must be retained. Such officers must be brought up faster; they must be earmarked; their jobs must be more or less hand picked. The theory of the Personnel Act is excellent but it can be readily defeated in the assignment of duties to the exceptionally capable.

Senior Officers of the Corps should be urged to keep a look out for such officers in the senior Lieutenants and Lieutenant Commanders, and render special confidential reports on them. After further years of testing, the group becomes more and more narrowed, but is still large enough to insure adequate top management in future years. And then let them hit the top group in their very early forties or their late thirties if they're really good."

CASE SIX

"I believe the Bureau should ask each officer in the Supply Corps to submit at an early point in his career some sort of a rough outline as to his idea of how his career should develop. The Bureau should then comment on

the career suggestion and point out any way in which the career could be planned to more effective accomplishment (to the end that the officer would be offered greater opportunities for promotion and for responsible positions). At this point the Bureau and the officer should come to some sort of an agreement as to how the career should develop. Every effort should then be made by the Bureau to keep the career on schedule. The officer should feel a near guarantee that as long as his work is satisfactory that his career will be furthered and protected by those in the Bureau making duty assignments. The whole matter of Fitness Reports becomes a subject of study and revision at this point."

CASE SEVEN

"An officer from the Officer Personnel Division should make a tour of the country at reguler intervals (Perhaps once a year or every two years), stopping at all major naval activities and individually interviewing all Supply Corps Officers with a view to recording their ideas and desires and counselling them as to their careers. Officers need not be interviewed annually. Perhaps once in five years would suffice. Officers at minor activities could report to major activities in their area for their interviews. If this system is not feasible, some means of bringing all Supply Corps Officers into personal contact with representatives of Officer Personnel at predetermined intervals should be devised. Such periodic conferences would allow the officer concerned and the Officer Personnel representative to establish types of billets, which would best advance the officer concerned along his planned career until his next interview with a representative of Officer Personnel."

CASE EIGHT

"After 2 years' service every officer to select a 'career plan,' to be made a part of his permanent record, and to be approved or disapproved by the Bureau on the basis of considerations most pertinent at the time.

BuSandA to publish from time to time, types of careers in which it is desired to train and assign officers.

A definite form to be used for requesting duty assignments in line with the 'career plan', providing space for notification of action taken by the Bureau.

Individual 'career plans' must be subjugated to the personnel and functional requirements of the Bureau. Hence, any system set up must be flexible enough to provide for constant changes so that officers' desires and the Bureau's needs will be coordinated. After all, we are working for the Navy Department and the U. S. Government, which means that all of us must expect duties not to our liking or failing to tie in with our own plans for a Navy Career.

Whatever plan is adopted must be faithfully followed. So far as I have observed, the technical specialization plan publicized by Supplies and Accounts two years ago has amounted to nothing. Such a fiasco merely demoralizes and disgusts those of us who were naive enough to expect real results."

CASE NINE

"It appears that the first decision must be made at the top on the question as to whether an officer is or is not in fact to have a hearing on his future assignments.

If it is decided that the Bureau will dictate all assignments, it appears then that an officer should be informed of his next duty assignment very early for many reasons chief of which is that he can prepare for that assignment by study and observation at the time he is performing his current assignment. This, in my opinion would tend to raise the general level of performance at all commands. The chief disadvantage is that the door is opened early for 'political' action, aimed at changing undesirable assignments.

If the officer is given an opportunity to have a voice in his assignments, it appears that real consideration should be given to the officer who consistently performs in an outstanding manner. Surely it is in the interest of the service, that an officer who has performed well in the past be given an opportunity to select an environment in which in his own mind, he will continue at that level of performance in the future. Conversely an officer who has not performed well in the past might well do better in the future if his own desires as to type of duty were given consideration in his placement.

I do not mean to imply that specialization is particularly desirable or undesirable. The individual preference may be for or against and, in the long term, the interests of the service are probably best served by developing a group of specialists and a group of non-specialists.

I feel that we need more participation by the individual in his own assignments."

CASE TEN

"I personally feel that if the Detail Office would make it a policy to forward some type of form letter to officers expecting to be detached within the next three or four months from an assignment, requesting they indicate such things as satisfaction with duty nearing completion, whether they desire to remain in that line of Supply work or prefer a change, their desire for next duty location (list three) and possible a few other pertinent questions, it would go a long way toward

making an individual feel he was participating in guiding his career and assignments and that officer Personnel was interested in receiving his comment and his desires.

This would not only save many personal letters that go back and forth but if with a high percentage of accomplishment, officers would be ordered to one of their next choices and at about the time they expected a great deal would be gained in building a feeling in the individual officer that they have a hand in planning their assignments and careers and their desires are being met.

I personally believe that such a thing can be done much more than what I have seen. In peacetime, there should be no need for short notice orders except in extreme emergencies."

CASE ELEVEN

"I don't believe that Naval Careers can be planned. I challenge anyone to predict what the needs and organizational setups will be five - ten years from now for any of the three services and their several branches.

In addition, I believe that specialization narrows and limits too much the amount of useful service that can be performed by the individual officer. It has been my observation that the most dependable and able administrators in the corps have been and are the general service officers. The specialists tend to overlook and, in some cases, ignore the course of action that would expedite and enable effective operations. They forget too often that the Navy consists of men, ships, and planes not clerks, desks, and typewriters."

CASE TWELVE

"Preparation of handbook covering all billets in Supply Corps and this handbook given to all Supply Officers for information and aid in Career Planning.

A routine form sent to all officers requesting choice of next duty 6 months before change - officer notified 3 months in advance as tonext change of duty and asked for comments for or against.

Officers should be encouraged to plan careers by preparing a long range plan which should be reviewed by 'OPD' and after interchange of ideas, officers should be so assigned so as to properly prepare for final objective, wherever possible. By the time an officer reaches Lieutenant in rank, he should have necessary experience to be designated as a specialist, if desired, in a field of his choice.

Officers occupying billets in 'OPD' should be personnel specialists."

[illegible]

[illegible]

[illegible]

CASE THIRTEEN

"Attempt to give each Supply Corps school graduate his first choice as far as type of duty is concerned.

Put the undecided young officer in a large depot or large ship where he can see all aspects of a career--otherwise he'll have trouble planning one.

As far as possible, when an officer rates shore duty, he should be assigned as close as possible to his official home, if officers could expect this, they would be more inclined to apply for the type of duty they wanted rather than to accept any type in order to get the location they want.

Keep officers advised as to what the top level needs are and what they are expected to be in the forseeable future so they will have an opportunity to work toward a definite goal."

CASE FOURTEEN

"I can speak only from the point of view as a specialist. (1) Let the Corps openly and honestly affirm or deny the need for functional specialization. (2) Once designated, rotate a specialist within his specialty. (3) Promote him to a rank commensurate with his responsibilities. (4) Dispense with the lineal position theory of promotions and put it on a merit basis. (5) Rotation may qualify one as a 'Jack of all Trades and master of none' but let's not ruin a bonafide specialist by those archaic methods."

CASE FIFTEEN

"The onus for career planning is and must remain on the individual officer. He must decide what he wants to do and where he wants to go. BuPandA can help him in determining how to go about it. Obviously not everybody can be an ADMIRAL . . . . and not everybody wants to be one.

Specific proposals: (1) Survey the whole Corps from Class of '31 to the present. (2) Establish a review board of Captains only, with a working Secretariat of Civilians only, i.e. statisticians, analysts, etc. (3) Determine career aspirations of each officer as to highest rank desired; specialty aspirations, if any; own opinion of qualifications both professionally and technically; additional training desired and why; and other pertinent questions to draw out officers' career attitudes. (4) Tabulate data to show distribution spread statistically for use in comparing 'desires' with

'needs of the service.' (5) Cull out only such information from each questionnaire as is basically necessary for detailing purposes only, not to go into jacket of record for promotion purposes, and establish a purely detail file on each officer. (6) Destroy or place questionnaire in SECRET file for Captains' and Flag Officers' perusal only, and then only for detail references. (7) Assure officers of purpose and intent of survey as shown above. (8) Announce publicly the statistical findings without reference to names. (9) Announce publicly a definite policy with respect to career planning, educational potentialities, and action to be taken with respect to 'desires' versus 'needs of the service.' (10) Survey and announce publicly, the findings on career possibilities in the Corps, e.g. transportation career, petroleum control and management, purchasing, general supply, merchandising, inventory control, etc. (11) Outline in detail, the various career patterns and the specific types of billets generally available in all grades to Commander, showing examples of very desirable and very undesirable locations which may be assigned.

Implementation of any sort of plan along these lines would involve much survey work and statistical analysis, and it would be dependent upon the correlation between 'desires' and 'needs of the service' . . . which is basic.

Nevertheless, there are many specialty careers which could be named and which could occupy officers all the way up to Captain and Admiral. None need be restrictive as to future potentialities, particularly in view of unification trends and the Navy's need to train people for much bigger jobs than Navy-wide ones.

I daresay that many officers who shy away from taking undesirable assignments in remote locations would change their views and happily accept such details with full assurance that they followed a career pattern which suited them. For instance, a petroleum specialist who aspires to be a top member of the Petroleum Board someday would not mind going to a year's duty in the wilds of Alaska on a petroleum job provided he knew that petroleum would be his major specialty throughout. Realizing, however, that his aspirations depend more upon 'contacts,' 'prestige jobs' and 'chance assignments,' he would be reluctant to hole up in obscurity for a year in some hamlet in Alaska.

Nor are all officers interested in specializing. Indeed many prefer to take assignments as they come, enjoy the changes, and not worry about any career pattern other than the satisfaction of doing a job well in any capacity. It remains for a statistical survey to tell what the proportions are and to determine whether any kind of patterns can be worked out for anyone."

CASE SIXTEEN

"Consultation with officer concerned at the beginning of his career and at periodic intervals thereafter.

A frank appraisal by both the officer and the officer he consults as to the field best suited, ability and modification in original appraisal.

More consideration of an officer's personal inclinations, hence his ability, rather than to the exigencies of an immediate situation.

Personnel administration rather than merely assignment."

CASE SEVENTEEN

"Determine aptitudes of officers. Query officers regarding their choices for career patterns.

Advise them of their chances for satisfaction in chosen career patterns with regard both to their proven or indicated capabilities and the billets available.

Establish satisfactory career pattern for each officer subject to change with conditions.

Advise officer of his probable career pattern, and of any conditions arising to affect it.

Take special pains in Detail Office to accomplish career patterns as set up but when conditions make change necessary, advise officers concerned as to reasons."

CASE EIGHTEEN

"Sometime during the first six months of his career, a Supply Corps Officer should be given a well-prepared pamphlet that discusses and explains the following: (a) The possibilities of Career Planning and how a Supply Corps Officer can plan his career effectively. (b) The fields in which one can plan his career, including specialized fields. (c) The type of duty assignments normally given to the different ranks.

A good career planning program should be devised and operated by the Detail Section of Officer Personnel. As much consideration as possible should be given to the officer's requests for duty assignments."

CASE NINETEEN

"Definite rotation policy strictly observed.

Publication of billets to be available, allowing officers to select desired ones with several months' advance notice prior to transfer.

De-emphasize general training for at least 5 years in Ensign and Lieutenant (JG) ranks.

Publish suggested patterns including alternates.

Begin a counselling service - could be handled by District or Staff Supply Officers who could advise the junior officers on how to plan careers and what duties should be included for the most satisfying or successful careers."

CASE TWENTY

"It has always amazed me that the Navy allows its personnel to be thrown from job to job with such little regard for individual careers. With such confusion, it is folly to expect that the best possible use is being made of the officer. The Navy has a great investment in each of us and should protect that investment by initiating a regular career planning program. It would be logical to have on a district level and down to a station level, information on available Supply billets, also have conferences and individual counselling sessions. The Officer Personnel Section of BuSandA should be expanded to do a more complete job. There are too few officers there now."

GENERAL COMMENTS

In conclusion, mention might be made that many of the officers signed their name or identified themselves in some way, some expressed appreciation for the opportunity to "sound off," a considerable number thought the results should be published and a few included personal letters supplementing the questionnaire they submitted.

Such a commitment seemed - could be demanded by parents or that they citizens who would serve as Senior citizens in the by-gone days and who, should decide by instinct for the most satisfying or economical society.

Case Study

"If the society based on this has had many things its personnel to be taken from the 40 the age that Since regard the individual society. With this information, it is fully be aware that the most possible use is taken made of the citizen. The very idea a great investment to each of us and should provide best investment by initiating a regular change planning process. It would be logical to have an a elected level and then to a service level, interacting on available supply bases, also have contributing the individual responsibility members. The village recreational facility of Dundas should be minded to do a duty complete job. There are two for citizens those use."

Conclusion

In conclusion, another object to make sure very of the citizens signed health care or financial dependent in case not, also minimized expenditure for the appropriately in "final act." A complementary center through the training should be published and a the training personnel before implementing the participating key activities.

PART FIVE

DISCUSSION

THE ROLE OF THE INDIVIDUAL OFFICER

Effective and successful Career Planning begins with the aspirations and capabilities of each individual officer. This implies of knowledge of goals and a step-by-step self-evaluation by the individual officer, ideally, somewhat as follows -

(1) A careful review of the various possible careers, their educational and technical requirements, certain specific psychological needs that are inter-related and inseparable from the various careers considered and an estimate of the type, location, logical pattern and eventual goal of successive billets.

(2) A critical personal evaluation of previous experience and training, both civilian and military, as to the degree of success attained, amount of interest generated and the indicated aptitude for the type of work involved.

(3) A determination of long range personal objectives and criteria of success.

(4) Correlation of qualifications, objectives and opportunities in the choice of a career pattern that most nearly matches experience, interest, training and potentials.

(5) The development of a systematic approach - a problem solving technique which the individual officer may apply when adjustments of the selected career pattern are in order due to any one of many factors that may adversely affect previous planning.

Of course there are some individuals who seem to follow such an analysis instinctively and automatically. They always appear to have a very clear picture of just where they are going and are constantly on the alert to capitalize on any opportunities that develop.

Then, there are some who are incapable of decision and corresponding responsibility in spite of any training. They are often content to sit out their service as necessary cogs in the larger organization.

Finally, there is a large group of officers who are insecure - who must feel their way along. These officers are in need of guidance. They require more factual information before Career Planning can become a reality.

Thus, the role of the individual is paramount. Without his participation, true Career Planning is meaningless. Unless his participation is developed on the basis of an adequate and informed self-appraisal, it is likely to be unsuccessful.

THE ROLE OF THE OFFICER PERSONNEL DIVISION

The Supply Corps is a military organization with all that it implies. The first consideration in duty assignments must be the needs of the service as they are interpreted in the Officer Personnel Division in the Bureau of Supplies and Accounts. This does not necessarily mean that the individual is inevitably compromised in the achievement of a selected career pattern. The majority of officers included in this

Of course there are some individuals who seem to relish such an analytic intricately and automatically. They always express an have a very clear picture of just where they are going and can accordingly be alert to manifestations of any organizational risk danger.

Then, there are those who are incapable of decisions and accomplishing responsibility in spite of any incentive. They are often content to sit and daily service as necessary step in the larger organization.

Finally, there is a large group of officers who are indecisive - who never find their way clear. These officers are in need of guidance. They require more formal information before taking Planning can become a reality.

Thus, the role of the individual is paramount. Within the organization, some degree planning is necessary. Unless the participation is restricted on the basis of an adequate and informed rationalization, it is likely to be ineffectual.

The role of the officer responsible officer

The study design is a military expedition with all that it implies. The first qualification is duty assignment must be one ready or the service as they are interrelated in the office personnel activity in the design of facilities and programs. This does not necessarily mean that the individual is individually employed in the maintenance of a personal career ambition. The majority of officers included in this

study appear well-satisfied that the officers assigned to billets in the Detail Section are cognizant both of their needs and desires and are most anxious to reconcile them favorably with billet assignments whenever possible.

However, there are certain conditions existing that are generally unfavorable to effective and successful Career Planning to the extent desired by many of the officers included in this study.

(1) The requirements for Supply Corps Officers are decidedly and definitely unstable which works against any long-range Career Planning program.

(2) Officers are not equally qualified to serve in all of the various types of billets available. Individual differences exist and tend to become more apparent as career patterns develop. Therefore, personnel evaluation is a necessary prerequisite to the effective selection and placement of officers in successive duty assignments which, in turn, may or may not alter the accomplishment of proposed or tentative career patterns.

(3) By virtue of the size and character of the Navy itself, assignments exist that may be considered as "blind alleys" from a Career Planning standpoint. It is often a matter of chance in time and circumstance whether an officer will be assigned to one of these billets.

(4) Career Planning on a large scale for individual officers would be enormously complicated and expensive to coordinate and administer under present conditions.

ADEQUACY OF THE SAMPLE AND METHOD OF RESEARCH

Looking back on this research project certain deficiencies are apparent in the Career Planning Questionnaire and the sample of Regular USN Supply Corps Officers selected. Possibly this is a common reaction particularly in the case of initial investigations in difficult problem areas such as Career Planning.

Some of the questions could have been worded differently, but regardless of the wording used a certain unknown amount of interpretation will take place. The Type Command Code developed for Question No. 5 (See Appendix C) is believed unsatisfactory for the purpose intended. Question No. 15 which is concerned with the opportunity of an officer to participate in Career Planning would have been more useful if it had contained an open-end in order to determine the shifts in service tenure categories that would result together with the reasons why.

A number of questions originally developed were not used. Following are several examples selected from this group.

(1) Do you believe it would be possible for an officer to fit himself into a standardized career pattern and follow it through most of the years of his service?

Yes___ No____ If your answer is Yes, to what extent and how permanent should this choice be?_____

_____

If your answer is No, why not?_____

_____

(2) Do you believe that a Supply Corps Officer of your rank and experience is ready to select a career pattern?

Yes___ No___ If your answer is No, why not?_____

_____

(3) Do you have any special aptitudes, qualifications or skills which have not been utilized? Yes___ No___

What are these?_____

_____

(4) What factors do you consider most important in selecting a career pattern to follow?_____

_____

With respect to the sample it contains too many biases to permit broad conclusions from the data. While the response was satisfactory, 31.7% of the officers failed to answer. Were they simply too busy or uninterested in Career Planning research as developed in this investigation?

While there are certain faults in the sample, it does provide a basis of comparing percentage relationships between ranks surveyed. Its deficiencies were known but were forced by limitations of time and facilities at hand.

THE CASE FOR AND AGAINST CAREER PLANNING

This research does not completely state the case either for or against Career Planning, although it does indicate a considerable interest in many of the issues. The evidence collected seems to point to Career Planning in a limited sense with the immediate objective of

developing officers for billets of increasing responsibility and importance rather than attempting to pattern careers individually in accord with a tentative master blueprint to be applied over an extended period of service. Additional research should more clearly define the basic issues which still remain -

(1) Is Career Planning possible to the extent many officers desire and expect?

(2) How can Career Planning be successfully applied to the majority of officers in a military organization?

PART SIX

SUMMARY AND CONCLUSIONS

The objective of this research was to subject to scrutiny various aspects of Career Planning in order to determine, by an empirical study, opinions and attitudes of a representative sample of Regular USN Supply Corps Officers relative to their own career patterns in particular and Career Planning in general.

The primary research instrument employed in this investigation was a specially devised Career Planning Questionnaire comprising a combination of informational and evaluative-type questions. Some answers were scaled in categories while others were either partially or completely open-ended. A total of 17 questions were used on the questionnaire which covered four mimeographed legal size pages and an accompanying letter describing the purpose of the study.

The Career Planning Questionnaire was developed from a preliminary survey of the issues followed by a Pilot Study of its content in experimental form. After necessary changes had been completed, the Career Planning Questionnaire as finally revised was sent out to a randomly selected group of Regular USN Supply Corps Officers in the ranks of Lieutenant (JG), Lieutenant, Lieutenant Commander and Commander currently on shore duty in the Continental United States. Approximately one third of all officers on active duty in each of these ranks were included in the sample selected. A total of 577 Career Planning Questionnaires

were mailed out with a 68.3% response (394 questionnaires) within the alloted time period of approximately 45 days.

The analysis was spread over large work sheets for each rank, as the amount and complexity of the information included made it impractical to code the data and use IBM cards.

The scope and obvious limitations of a study of this kind preclude any broad conclusions derived from the data collected, particularly when the subject under scrutiny is as broad and elusive as that of Career Planning.

Accordingly, while certain tendencies are noted herein, they have been carefully hedged which is believed warranted considering the research upon which they are based.

(1) Apparently, from the evidence gathered in the survey of this group of Supply Corps Officers, there seems to be a breakdown of communications between the individual officer and the Bureau of Supplies and Accounts to a certain degree. Officers in the field are not sufficiently cognizant of the complex problems encountered and the many factors to be considered by the Officer Personnel Division prior to nominating an officer to the Bureau of Naval Personnel for a billet. On the other hand, there may be insufficient data on many Supply Officers available that can be relied on as a basis for assignment by the Detail Section. Apparently, there is a need for more information routed out to the field relative to basic personnel policies. However, this is not a problem

that is unique either to the Supply Corps or the Navy. Lack of adequate communications both up and down an organization is often found in many large and well-managed business enterprises that maintain world-wide facilities with large staffs of trained personnel.

(2) There appears to be an undercurrent of unrest existing among the officers covered in this survey, particularly in the ranks of Lieutenant and Lieutenant Commander. This unrest largely stems from two basic factors over which the Bureau of Supplies and Accounts has no control, namely, inadequate pay and inadequate housing facilities at many stations. Action has been taken by the Navy Department in recognition of these deficiencies, but tangible results are necessarily slow and from the tone of numerous comments, some officers are about at the end of their patience.

(3) From the information provided in this study, it appears unlikely that typical career patterns actually exist for Supply Corps Officers as a whole in the various ranks. Furthermore, while this group of officers recommend what they believe to be an ideal succession of duty assignments deemed superior for training and developing an officer and leading to a successful career pattern, apparently, practical exigencies and chance factors have operated against the accomplishment of such patterns in their own careers.

(4) The majority of officers surveyed, in each of the ranks included appear to be satisfied on the whole with their

individual assignments, with their Pre-War, Wartime and Post-War sequence of duty and finally, their total career pattern to date.

(5) The majority of officers covered in this study either are satisfied with Career Planning as it is now conducted or else consider it relatively unimportant when rated with other, more personal advantages and disadvantages inherent in and inseparable from a Naval Career.

(6) The majority of officers surveyed have attempted at some time in their career to select or pattern duty assignments with apparent success. They also expect and believe they will be given as much consideration in the development of a selected career pattern as the needs of the service permit. A large majority indicate there is not enough information available to them on Career Planning and recommend the Monthly Newsletter as the most convenient media for transmitting this data to them.

(7) The suggestions offered are interesting and worthy of consideration. However, some are based on faulty information or are impractical either from the standpoint of expense and available personnel or would be extremely difficult to carry out in a military organization such as the Supply Corps of the Navy. Notwithstanding, some point to deficiencies known to exist and recommend the establishment of certain procedures and agencies for their adjustment which might well be examined further.

PART SEVEN

SUGGESTIONS FOR FURTHER RESEARCH

This investigation was actually designed to serve as a pilot study in the field of Career Planning research. This fact accounts for the numerous issues under consideration and the broad sweeping objectives sought.

A belief existed and was partially substantiated by subsequent results that, regardless of any factual data of value that could be extracted, this particular thesis project might serve to direct future studies into the more profitable research areas related to Career Planning and the development of career patterns.

It is possible that some of the suggestions for further research that follow are already under consideration or have been previously tested with indifferent success. An effort has been made to construct these problems in a structure that appears capable of realization with the minimum of facilities and specialized techniques.

(1) An important consideration unanswered in this study is whether there are typical career patterns that lead to major accomplishment and success. A guided-interview type of study of the careers of a representative group of Supply Corps Captains may provide useful data in this respect.

(2) A research-type investigation conducted with a representative sample of large civilian business organizations that have had experience monitoring the careers of their own management personnel might result

THE LAWS

CONSTITUTIONS AND STATUTES CONSIDERED

This investigation was primarily devoted to study of a single group of the laws of Oregon relating to the Indians. This data concerns the Indians living under treaty stipulations and the laws governing reservations.

A better method was the possibility of ascertaining the influential results that conformance of our laws have had on the Indians. Such conformance of our laws would be determined with particular force if it could be shown that the laws of Oregon relating to Indians have the same effect upon the Indians living on reservations in Oregon as the laws of other states have had upon Indians living on reservations in other states.

It is interesting to note the conformity of the laws of the Indians living on reservations in other states with the laws of Oregon relating to Indians not living on reservations.

The investigation of the laws of Oregon relating to Indians not living on reservations in this study is of secondary importance. The laws of Oregon relating to Indians not living on reservations are general laws relating to the Indians in Oregon. A comparison of the laws of Oregon with the laws of other states would show the influence of Oregon laws upon the Indians living in other states.

A comparison of the laws of Oregon with the laws of other states would show the influence of Oregon laws upon the Indians living in other states.

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in the collection of some useful data applicable to Career Planning for Supply Officers.

(3) Research should be applied to the problem of creating effective communication between an officer in the field and the Bureau of Supplies and Accounts through channels that permit a rapid transfer and exchange of accurate information in both directions.

(4) Research might be profitably directed to the development of such additional records as are deemed necessary to adequately appraise the individual officer for detailing purposes.

(5) The Post-Graduate and Technical Training Program should be periodically re-examined in order to determine the current requirements, the anticipated future career patterns of officers undergoing this training and the basis of selection with as much of this data as possible made available to all officers in order that they may have a clearer understanding of what is intended and where they stand in relation to the program.

(6) A study should be conducted of the adequacy and potentials of training provided by the rotation of billets at major Supply activities in order to give the individual officer a well-rounded understanding of the Supply mission.

(7) A number of officers stated on their Career Planning Questionnaire a desire or need for formal counseling services conducted at regular intervals by experienced,

informed and properly qualified officers. Research should be directed to determine the most practical means of implementing a program of this nature.

(8) Finally, an investigation should be considered relative to the advisability of organizing a Personnel Research and Planning Section in the Officer Personnel Division on an experimental basis, for a period of time until its value as an integral part of the personnel function is either proved or disproved.

PART VIII

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(4) U.S. Navy Regulations 1948 Chapter 4, Section 7, Paragraph 0450.

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27. [illegible], [illegible] [illegible], [illegible] "The [illegible] of [illegible]" [illegible] [illegible] [illegible], [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible].

28. [illegible], [illegible] [illegible] [illegible], [illegible] "The [illegible] of [illegible]," [illegible] [illegible] [illegible] [illegible], [illegible].

EXPERIMENTAL CAREER PLANNING QUESTIONNAIRE USED IN THE PILOT STUDY

NORTHWESTERN UNIVERSITY
OFFICE OF THE PROFESSOR OF NAVAL SCIENCE

The attached questionnaire on various aspects of career planning is part of a personnel research project being conducted by this Officer under the joint sponsorship of the Graduate School, Northwestern University and the Bureau of Naval Personnel.

A group of Regular Naval Supply Officers in various ranks has been selected at random to be surveyed in this project. You are one of this group. The purpose of the questionnaire is to determine your opinions relative to your own career pattern, in particular and career planning in general.

All data on the completed questionnaire will be tabulated and the results subjected to careful scrutiny and statistical analyses and interpretation. It is believed that this study may provide valuable insights into the problem of effective career planning.

The information you furnish will be treated confidentially. It is not necessary to sign your name on the questionnaire. This is not a test - there are no right and wrong answers, so feel free to state your opinions frankly.

A prompt reply is most earnestly solicited and will be greatly appreciated.

Thank you for your participation and interest in this research project in career planning, a subject of vital concern to all of us.

Yours very truly,

R. J. Gerhardt
Lt. SC, USN

CAREER PLANNING QUESTIONNAIRE

Before you start -- A CAREER PATTERN for purposes of this study may be defined as a meaningful succession of duty assignments designed to develop the professional skill and enlarge the experience of the individual Officer fitting him for duty of increasing importance and responsibility and enabling him to achieve his personal objectives of an honorable and useful career in the Supply Corps of the Navy in areas of his greatest proficiency and interest.

1. Present Rank_____ Age_____ Years Active Commissioned Service_____
2. Present Duty: Sea____ Foreign_____ Continental U.S._____
3. Check all Applicable Classifications: Academy Graduate____ Line Transferee____ Reserve Transferee____ Supply NROTC Program____ Former Enlisted Service____
4. Education: (Circle category representing furtherest point reached.)
   High School 1 2 3 4 College I II III IV Degree____ Post-Graduate Yrs._____ Degree____
5. Using code designations indicated, when applicable, please list in chronological order on the following summary your previous duty assignments up to and including your present billet. Do not indicate temporary additional duty assignments separately unless they extended for a period in excess of 6 months.

	Rank	Duty (Use Code I)	No. Months Served	Type Command (Use Code II)	Specific Duties	Rating (Use Code III)
Examples	Ensign	A	18	6	Supply and Disbursing, Destroyer	1
	Lt.Cmdr.	C	24	13, NROTC	Instructor Supply Unit	2
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						

I. Duty Code:
   A. Sea, permanently attached to or operating from a Naval Vessel.
   B. Foreign, outside U.S. not permanently attached to vessel.
   C. Within Continental Limits of U.S.

II. Type Command Code: Interpret broadly using these specific categories. (Note: this list has been devised for convenience in statistical comparisons only.)
   1. Busanda
   2. Field Branch
   3. Supply Centers and Depots, all types.
   4. Ship Yards, Operating, Repair and Sub Bases
   5. Combat Vessels
   6. Auxilliary Vessels.
   7. Naval Aviation Activities (NAS, etc.)
   8. Staff Duty, Major Commands.
   9. Amphibious Forces (Incl. MTB's and CB's)
   10. Post-Graduate Schools (Incl. Naval War College etc.)
   11. Technical Training (Cargo Handling, Food Preparation, etc.)
   12. Supply Corps Schools - Staff or Instruction
   13. Other (Designate type command rather than code in Summary)

III. Rating Code: For each individual Duty Assignment, select the statement which most nearly represents your evaluation.
   1. This duty was definitely of great value in my personal career pattern.
   2. I believe this duty has been advantageous to my career.
   3. This duty will have little or no apparent effect on my career.
   4. This seems to have been a repetition of previous duty and of little value.
   5. My Career may have been retarded with this duty assignment.
   6. This duty would have been of greater value later in my career.

6. How well are you satisfied with the separate career pattern for each of the following periods? (Check the answer that most nearly expresses your opinion)

Period	Well-Satisfied	Satisfied	Dissatisfied	Unsatisfactory	No Service in this Period
Pre-War					
Wartime					
Post-War					

7. From your own observation and experience, list specific billets for each rank in which you have served which seem to you to be most essential and worthwhile for inclusion in the design of standardized career patterns.

Rank	Specific Duties	Specific Type Command
Ensign		
Lt.(jg)		
Lieut.		
Lt.Cmdr.		
Cmdr.		

8. Which of the following statements most nearly represents your own evaluation of your total career pattern to date?

_____ I am well satisfied that my duty assignments seem to fit into a meaningful career pattern.

_____ On the whole, my career pattern seems to have followed a logical sequence of assignments.

_____ My career pattern seems to represent a forced compromise matching my own personal desires with the needs of the Service.

_____ On the whole, I am not satisfied with certain aspects of my career pattern. However, perhaps chance has not acted in my favor.

_____ I have had too many duty assitnments that seem to be "dead-end" billets and therefore feel that my personal career pattern has been generally unsatisfactory.

9. At any time in your service have you had an opportunity to select or pattern in any manner, duty assignments? Yes____ No____ If your answer is Yes, just how were you able to accomplish this?

_____

_____

10. Do you believe that the choice of a career pattern will have significance and be given consideration in future duty assignments, provided you have advised the Officer Personnel and Training Division (Detail Section) of the pattern of duty you wish to follow? A great deal____ Some, but not too much____ Very little____ None____.

11. How much information is readily available to you through official and unofficial sources relative to career planning. All that I need_____ Some, but not enough_____ Very little_____ None that I know of_____.
In your own case, what have you found to be the best sources of this data? _____

12. What specific suggestions would you make for the design and accomplishment of more meaningful and effective career planning by and for Naval Supply Officers? _____

13. Listed below are advantages of a Naval Career reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six advantages you personally believe to be most important in a Naval Career. In the event that any of your advantages are not included on this list indicate them in the blank spaces provided.

_____ Social Prestige as a Naval Officer.
_____ Medical care for self and dependents.
_____ A reasonable amount of job security.
_____ A variety of assignments and experiences which maintain interest in one's work.
_____ Congenial social environment.
_____ Periodic promotions in rank.
_____ Liberal Leave benefits.
_____ Increasing authority and responsibility with seniority.
_____ Opportunity to travel and live in many different areas.
_____ Retirement benefits at a relatively early age.
_____ _____
_____ _____
_____ _____

14. Listed below are disadvantages of a Naval Career as reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six disadvantages you dislike most in a Naval Career. In the event that any of your disadvantages are not included on this list, indicate them in the blank spaces provided.

_____ Too much chance enters into successive duty assignments.
_____ Inadequate Naval housing facilities at many Stations.
_____ Promotions do not coincide with increasing responsibility.
_____ Inadequate pay for job and social position.
_____ Frequent and often avoidable separations from one's family.
_____ Little or no consideration of personal desires in changes of duty.
_____ Interruption of children's education.
_____ Career may be stalled by one bad fitness report.
_____ Lack of normal civilian contacts and friendships due to relative short period of residence in a community.
_____ Inability to plan a career with any assurance that it will subsequently develop in manner desired.
_____ Assignments to duty at undesirable stations or areas.
_____ Inability to buy a permanent home due to frequent transfers, often with little or no notice.
_____ _____
_____ _____
_____ _____

15. Check the statement that most nearly expresses your true feelings relative to your future as a Naval Supply Officer?

_____ Plan to retire after 20 years unless very favorable conditions exist.
_____ Will stay until 30 years unless I am retired.
_____ Hope to stay in the Service as long as I can.
_____ Will resign at the first favorable opportunity unless present conditions change.
_____ Seriously thinking about resigning now.

16. Would your answer to question No. 15 be any different if there had been an opportunity to plan your career more successfully? Yes_____ No_____

YOUR COOPERATION AND INTEREST IN COMPLETING THIS QUESTIONNAIRE IS APPRECIATED

Now that you have completed the Career Planning Questionnaire!

You are one of a group of 20 specially selected Supply Officers presently located in the Ninth Naval District comprising the pilot or pre-study survey for this questionnaire. The answers of your group will be examined in order to determine how efficient these questions are in gathering the information desired and how well the questionnaire is working in general. Any comments you may have relative to the content or the phrasing of the questions will be greatly appreciated. Your answers on the questionnaire itself will, of course also be included in the final tabulation for the total group of Officers covered in the survey.

SUMMARY OF MODIFICATIONS MADE
IN CAREER PLANNING QUESTIONNAIRE
AS A RESULT OF PILOT STUDY

(1) Question 2 originally asked the officer to identify his present duty as either Sea, Foreign or Continental United States. Inasmuch as it was decided to confine the sample, if possible, only to officers on duty within the Continental limits of the United States, this question then became superfluous and was eliminated. In its place was substituted a question on Marital Status and Number of Children which it was believed might prove more useful.

(2) The instructions in Question 4 which is concerned with the responding officer's formal educational status were slightly re-worded for clarification.

(3) Another slight change was made in Question 5, Part III Rating Code, Category No. 2. Here the scaling was improved by substitution of the word "value" for the word "advantageous" in order to insure that different word associations would not disturb the scaling of the evaluations.

(4) In Question 6, the classification Unsatisfactory was eliminated as repetitious and incapable of being clearly separated from the classification Dissatisfied which was retained.

(5) An additional sub-Question was attached to Question 9 in order to determine whether the officer believed he had been successful in patterning duty assignments.

(6) Question 12 was re-numbered Question 17 and positioned at the end of the Questionnaire with additional space alloted for comment.

(7) Questions 13 and 14 were re-numbered 12 and 13 and several slight changes were made in the wording of certain of the statements. These questions were originally developed by surveying a group of officers who were asked to list the advantages and disadvantages in a Naval Career that were important to them. The answers were then tabulated and included in the Experimental Career Planning Questionnaire. As a result of receiving a response from the Pilot Study Group to all of the statements that had been included, none were dropped out.

(8) Finally, Questions 15 and 16 were re-numbered as 14 and 15 and an additional question was added as No. 16. Most of the replies received in the Pilot Study commented on the new Pay Bill as originally developed from the recommendations of the Hook Commission on Armed Services Pay. In recognition of this interest Question No. 16 was devised and inserted.

[illegible]

CAREER PLANNING QUESTIONNAIRE USED IN THE SURVEY

NORTHWESTERN UNIVERSITY

OFFICE OF THE PROFESSOR OF NAVAL SCIENCE

15 April 1949

Dear

The attached questionnaire on various aspects of career planning is part of a personnel research project being conducted by this Officer under the joint sponsorship of the Graduate School, Northwestern University and the Bureau of Naval Personnel.

A group of Regular Naval Supply Officers in various ranks has been selected at random to be surveyed in this project. You are one of this group. The purpose of the questionnaire is to determine your opinions relative to your own career pattern in particular and career planning in general. It is believed that valuable insights into the many and varied problems in effective career planning may be determined from this study.

All data on the completed questionnaire will be tabulated and analyzed. The information you furnish will be treated confidentially. It is not necessary to sign your name. This is not a test - there are no right or wrong answers so please state your opinions frankly.

Your cooperation in completing this questionnaire promptly is most earnestly solicited and will be greatly appreciated.

Thank you for participating in this research project in career planning, a subject of vital concern to all of us.

Yours very truly,

R. J. GERHARDT,
Lt. SC, USN

APPENDIX C

CAREER PLANNING QUESTIONNAIRE

Before you start — A CAREER PATTERN for purposes of this study may be defined as a meaningful succession of duty assignments designed to develop the professional skill and enlarge the experience of the individual Officer fitting him for duty of increasing importance and responsibility and enabling him to achieve his personal objectives of an honorable and useful career in the Supply Corps of the Navy in areas of his greatest proficiency and interest.

1. Present Rank_____ Age_____ Years Active Commissioned Service_____
2. Marital Status: Married_____ Single_____ No. of Children_____
3. Check all Applicable Classifications: Academy Graduate____ Line Transferee____ Reserve Transferee____ Supply NROTC Program____ Former Enlisted Service____
4. Education: (Circle category representing present status)
   High School 1 2 3 4 College I II III IV Degree_____ Post-Graduate Yrs._____ Degree___
5. Using code designations indicated, where applicable, please list in chronological order on the following summary your previous duty assignments up to and including your present billet. Do not indicate temporary additional duty assignments separately unless they extended for a period in excess of 6 months.

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16.						

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   6. Auxilliary Vessels.
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   2. I believe this duty has been of some value to my career.
   3. This duty will have little or no apparent effect on my career.
   4. This seems to have been a repetition of previous duty and of little value.
   5. My Career may have been retarded with this duty assignment.
   6. This duty would have been of greater value later in my career.

6. How well were/or are you satisfied with the separate career pattern for each of the following periods? (Check the answer that most nearly expresses your opinion)

Period	Well-Satisfied	Satisfied	Dissatisfied	No Service in this Period
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Wartime				
Post-War				

7. From your own observation and experience, list specific billets for each rank in which you have served which seem to you to be most essential and worthwhile for inclusion in the design of standardized career patterns.

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Lt.(jg)		
Lieut.		
Lt.Cmdr.		
Cmdr.		

8. Which of the following statements most nearly represents your own evaluation of your total career pattern to date?

_____ I am well satisfied that my duty assignments seem to fit into a meaningful career pattern.

_____ On the whole, my career pattern seems to have followed a logical sequence of assignments.

_____ My career pattern seems to represent a forced compromise matching my own personal desires with the needs of the Service.

_____ On the whole, I am not satisfied with certain aspects of my career pattern. However, perhaps chance has not acted in my favor.

_____ I have had too many duty assignments that seem to be "dead-end" billets and therefore feel that my personal career pattern has been generally unsatisfactory.

9. At any time in your service have you attempted to select or pattern in any manner, duty assignments? Yes____ No____ If your answer is Yes, just how were you able to accomplish this? (Please be specific) _____

_____

_____

_____

_____

_____

Were you successful? Yes____ No____

10. Do you believe that the choice of a career pattern will have significance and be given consideration in future duty assignments, provided you have advised the Officer Personnel and Training Division (Detail Section) of the pattern of duty you wish to follow? A great deal_____ Some, but not too much_____ Very little_____ None_____. Why?_____

_____

_____

_____

_____

11. How much information is readily available to you through official and unofficial sources relative to career planning? All that I need_____ Some, but not enough_____ Very little_____ None that I know of_____. In your own case, what have you found to be the best sources of this data?_____

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12. Listed below are advantages of a Naval Career reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six advantages you personnally believe to be most important in a Naval Career. In the event that any of your advantages are not included on this list, indicate them in the blank spaces provided.

_____ Prestige as a Naval Officer.
_____ Medical care for self and dependents.
_____ A reasonable amount of job security.
_____ A variety of assignments and experiences which maintain interest in one's work.
_____ Congenial social environment.
_____ Periodic promotions in rank.
_____ Liberal Leave benefits.
_____ Increasing authority and responsibility with seniority.
_____ Opportunity to travel and live in many different areas.
_____ Retirement benefits at a relatively early age.
_____ _____
_____ _____
_____ _____

13. Listed below are disadvantages of a Naval Career as reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six disadvantages you dislike most in a Naval Career. In the event that any of your disadvantages are not included on this list, indicate them in the blank spaces provided.

_____ Too much chance enters into successive duty assignments.
_____ Inadequate Naval housing facilities at many Stations.
_____ Promotions do not coincide with increasing responsibility.
_____ Inadequate pay for job and social position.
_____ Frequent and sometimes avoidable separations from one's family.
_____ Little or no consideration of personal desires in changes of duty.
_____ Interruption of children's education.
_____ Career may be stalled by one bad fitness report.
_____ Lack of normal civilian contacts and friendships due to relative short period of residence in a community.
_____ Inability to plan a career with any assurance that it will subsequently develop in manner desired.
_____ Assignments to duty at undesirable stations or areas.
_____ Inability to buy a permanent home due to frequent transfers, often with little or no notice.
_____ _____
_____ _____
_____ _____

14. Check the statement that most nearly expresses your true feelings relative to your future as a Naval Supply Officer.

_____ Plan to retire after 20 years unless very favorable conditions exist.
_____ Will stay until 30 years unless I am retired.
_____ Hope to stay in the Service as long as I can.
_____ Will resign at the first favorable opportunity unless present conditions change.
_____ Seriously thinking about resigning now.

15. Would your answer to Question No. 14. be any different if there had been an opportunity to participate in planning your career more successfully? Yes____ No____.

16. Would your answer to Question No. 14 be any different if the new pay bill now before the Congress is passed in substantially the same form as originally proposed? Yes____ No____. If your answer is yes, how would your answer be changed?_____

_____

_____

_____

What are your reasons?_____

_____

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17. What specific suggestions would you make for the design and accomplishment of more meaningful and effective career planning by and for Naval Supply Officers? _____

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YOUR COOPERATION AND INTEREST IN COMPLETING THIS QUESTIONNAIRE IS APPRECIATED.